

CLUB

THE NATIONAL MAGAZINE
FOR EXECUTIVES OF TOWN
AND COUNTRY CLUBS

Management



FEBRUARY, 1959

In This Issue: Swimming Pool Ideas

bottled-in-bond...*exclusively!*



CHANGE TO THE WHISKY THAT NEVER CHANGES There's only *one* Old Forester...*one* proof, *one* quality, *one* fine flavor. When you order Old Forester at your favorite bar or liquor store, you know you'll get precisely the 100 proof bonded bourbon you expect—no confusion, no guesswork, no "second-best."

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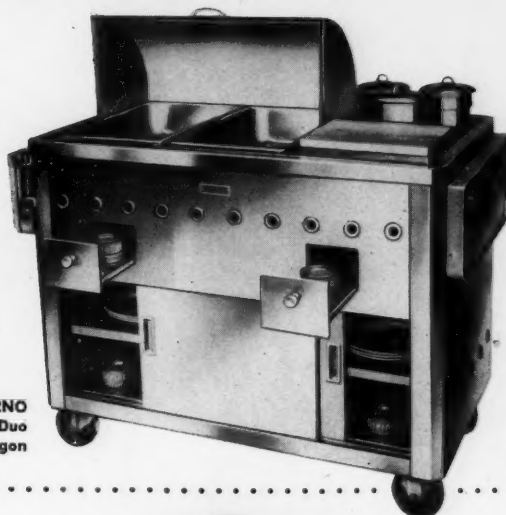
"There is nothing better in the market"



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Visit Our Hospitality Suite
CMAA Conference
Shamrock-Hilton, Houston
February 18-21

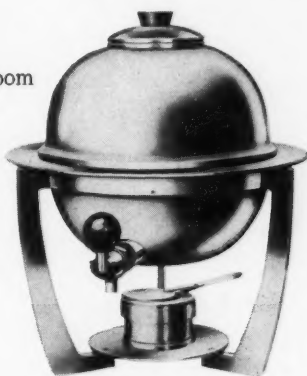
STERNO EQUIPMENT!



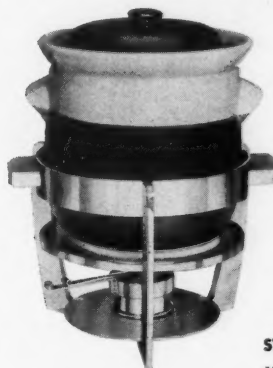
STERNO
Duo
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Efficient buffet service
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service—you'll find all these
easy and profitable to provide
with the Sterno all-inclusive
line of copper and stainless
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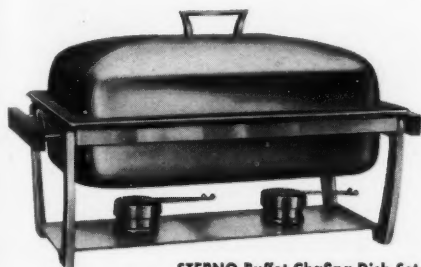
*Let us show you how Sterno can
improve and beautify your
serving operations.*



STERNO Beverage Urn

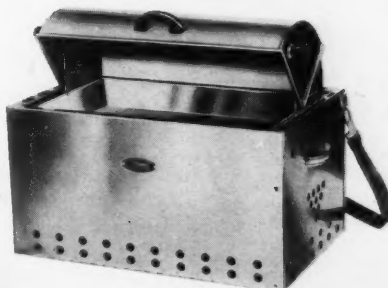


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STERNO Buffet Chafing Dish Set

STERNO Roll Warmer



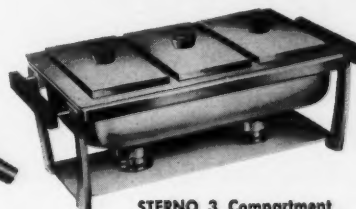
*All these "aids to fine service"
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STERNO CANNED HEAT FUEL

Write for catalog and price list.



STERNO Combination Stove
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with Crepe Suzette Pan



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Buffet Chafar

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Makers of **STERNO CANNED HEAT FUEL**



It's new, big and beautiful
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No. 01710, 10-oz. (Old No. 8037)

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No. 01530, 7-oz. (Old No. 8047)
... a lovely companion to Libbey's
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Libbey's newest Hi-Ball glass... footed for distinction and convenience

This sparkling new 10-ounce Footed Hi-Ball Glass is just the thing for modern bar service. The handsome, footed glass helps keep bar and table areas dry... is easy to handle... and attracts comment and notice.

The Footed Hi-Ball Glass is just one of the many items in the complete Libbey Safedge® Glassware line... the "just-right" glass for every

stemware or tumbler requirement. It is fine, quality glassware... attractive and durable. Its economy for your operation is further assured by the famous Libbey guarantee: "A new glass if the rim of a Libbey 'Safedge' glass ever chips."

For added distinction, every glass can be decorated with your crest or monogram. The wide variety of pat-

terns, in all sizes, gives you ample choice of glassware to blend harmoniously with your interior décor.

See your nearest Libbey Supply Dealer for information about this fine glassware... one single, reliable source for immediate service on all your glassware needs. Or you can write to Libbey Glass, Division of Owens-Illinois, Toledo 1, Ohio.

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AN **®** PRODUCT

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GENERAL OFFICES • TOLEDO 1, OHIO

LETTERS TO THE EDITOR



Dear Sir:

"Job Description for a Manager" (CM, Jan. '59) should be reprinted, as some of my manager associates believe (mostly due to having to keep abreast of competition in their field) that chairmen of house and finance committees are not properly schooled in a manager's responsibilities. Your article was a good one. As a former pioneer of in-service training for government employes and administrator for New York City for 40 years, I feel that articles like Mr. Edmunson's are of value.

Regards,

HARRY R. LANGDON, Manager
The Lotos Club
New York City

This Month's Cover

The illustration on the cover this month is of Laguna Beach, California, and appears through the courtesy of the All-Year Club of Southern California.

"You ought to be in pictures" is not merely a compliment in Laguna Beach, it's a command.

Laguna is an artists' beach colony and each summer they stage an art festival featuring a Pageant of the Masters consisting of life-size living pictures.

The "living" part of the pictures is provided by townfolk, butchers, bakers, insurance men, housewives and children, who are chosen for their natural resemblance to the characters in famous paintings such as "The Laughing Cavalier," "Whistler's Mother," "Blue Boy," etc.

Under artists' direction these people are made up and costumed authentically and posed carefully against painted backgrounds inside huge gilt picture frames. Each night a series of these huge living pictures is shown in a wooded canyon amphitheater. Every performance ends with a reverent showing of "The Last Supper."

Laguna Beach is tucked picturesquely between the mountains and the Pacific on the Orange County recreational coastline a short distance south of Los Angeles.

CLUB Management

THE NATIONAL MAGAZINE
FOR EXECUTIVES OF TOWN
AND COUNTRY CLUBS

An Independent Publication

Title Registered

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408 Olive Street, St. Louis 2, Missouri

Telephone GARfield 1-5445



REGIONAL ADVERTISING OFFICES

NEW YORK CITY: 551 Fifth Avenue, Tel. MUrray Hill 2-2831.

LOS ANGELES: Smith and Hollyday, Inc., 5478 Wilshire Blvd., Tel. WEBster 8-0111.

SAN FRANCISCO: Smith and Hollyday, Inc., Russ Building, Tel. EXbrook 2-3723.

CLUB MANAGEMENT is published monthly by the Commerce Publishing Company. Entered as second class matter at the post office at St. Louis, Missouri, under the Act of March 3, 1879. Additional entry as second class matter at Fulton, Missouri. Subscription rates: Three years \$6.00; two years \$5.00; one year \$3.00; 50c a copy. Convention issue and back copies \$1.00 each.

CLARK PUBLICATIONS: Club Management, Picture and Gift Journal, Mid-Continent Banker, The Local Agent, Life Insurance Selling, Mid-Western Banker.

CLUB MANAGEMENT: FEBRUARY, 1959

5

PALEN Portable BAR and BACKBAR



Users say
bar pays for
itself in 3 months.

SIZES 5'-0" or 6'-0"

**Increase Liquor Sales—Cut overhead—
Move bar and backbar to immediate area of party**

LOOK AT THE FACTS

- Ideal for party rooms in hotels, private clubs, country clubs, fraternal orders and supper clubs.
- Passes through average doorways and moved on elevators.
- Stainless steel sinks, drainboard and ice compartment.
- Heavy duty casters with brakes on both units.

THESE FINE PLACES ARE USING OUR BARS

Ambassador East, Chicago (4 Bars)	U. S. Submarine Base, New London, Conn.
Palm Beach Biltmore (3)	Sandia Airbase, Albuquerque, New Mexico (3)
Minneapolis Club (4)	Monmouth Hotel, New Jersey
Kenwood Country Club, Bethesda (2)	1200 Beacon St. Hotel, Boston (3)
Cincinnati Country Club (3)	Indiana Club, South Bend (2)

4 Palen Portable Bars in the new La Concha Hotel—San Juan, Puerto Rico

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HANDY STAINLESS STEEL LIQUOR TROUGH FOR BOTTLES
54" LONG AND SLIPS ON AND OFF EASILY

THE PALEN BAR-ETTE DRAWER WITH GLASS OR STAINLESS
INSERTS FOR FRUITS

**You buy direct from Manufacturer—Write for prices
ASK ABOUT OUR NEW PORTABLE "GUEST ROOM" BAR**

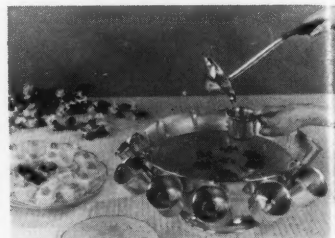
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**Creators of distinctive Cafe, Bar & Hotel Fixtures
Since 1915**

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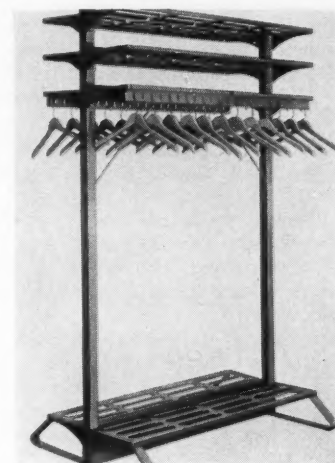
Minneapolis 1, Minn.



A new giant size punch bowl has been added to the Wear-Ever buffet line.

Made of hard alloy-aluminum, the 11-quart bowl is finished in stain resistant silver glow finish and has circular embossed design. Attractive aluminum punch cups as well as ladle which match bowl are also available. Sturdy hook-type handles fit over lip of bowl.

For more information write Dept. CM, Wear-Ever Aluminum, Wear-Ever Bldg., New Kensington, Pa.



A new, double-face coat rack has been introduced to the club and institutional market by Lyon Metal Products.

The rack supplements the complete line of single-face and wall type coat racks produced by the manufacturer. A new, low-cost conversion package is also available to convert any current model single-face rack to double-face. The double-face rack is available in 12 and 24 capacity models.

For further details write Dept. CM, Lyon Metal Products, 1 Clark St., Aurora, Ill.

ASPHALT • VINYL • RUBBER • LINOLEUM

Manufacturers of Resilient Flooring

Recommend Top-Grade Water Emulsion Wax for

"... greatly improved appearance ... co-efficient of friction not significantly changed ... soiling tendency substantially decreased ... soil removal greatly facilitated ... pronounced protection against marring of the surface."

Recommended where it means the Most!

In independent laboratory tests, and in actual usage, Hillyard SUPER HIL-BRITE® meets or exceeds these requirements on every point. Approved by Asphalt Flooring Mfrs., Rubber Flooring Mfrs. Assn., and U/L listed as to slip resistance.



For resilient floors you will be proud of, choose the one highest grade water emulsion finish of them all. On every Super Hil-Brite label you'll find —

"WAX CONTENT—100% PURE NO. 1 PRIME YELLOW CARNAUBA"

This statement on the label guarantees SUPER HIL-BRITE to be the finest wax product available.

Importers recognize Hillyard as the largest importer of prime grades of Carnauba for commercial floor treatments. Only the very top grade is used in the manufacture of SUPER HIL-BRITE. Yet, because it wears 3 to 4 times as long as ordinary wax and is

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Natural or synthetic, there is no substitute for genuine Carnauba.

Ask the Hillyard "Maintainer®" for expert advice on treatment and maintenance of your floors. He can suggest modern, streamlined work methods that mean real savings in your maintenance budget. He's "On Your Staff, Not Your Payroll!"



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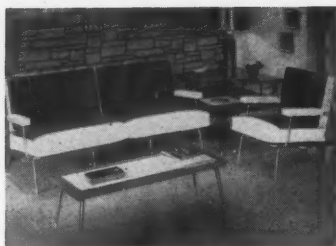


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Name.....		
Firm or Institution.....		
Address.....		
City..... State.....		

Write advertisers you saw it in CLUB MANAGEMENT: FEBRUARY, 1959



New two-tone upholstery combinations on Howell Modern Metal Furniture are available on all reversible cushions of the 1959 line.

Combining long wearing leather-grain Naugahyde and nubby Nylon Boucle in contrasting or harmonizing colors, the furniture offers almost unlimited color combinations. Matching occasional tables with two-tone plastic tops are also available.

For a copy of the new catalog No. 29 write Dept. CM, The Howell Co., St. Charles, Ill.

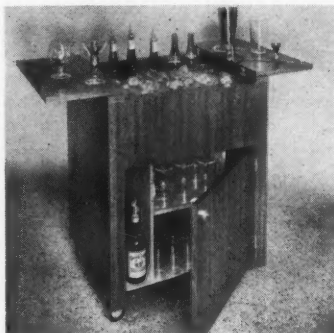
Just released from Henry Vogt Machine Co. is a new catalog featuring ice cube machines as well as forged steel valves, fittings, etc.

The highly illustrated catalog has some 432 pages filled with details and specifications. It is thumb indexed.

For a copy write Dept. CM, Henry Vogt Machine Co., 10th and Ormsby Sts., Louisville 10, Ky.

The "Guest Room" portable bar, from Jos. F. Palen, Inc., is now on the club market.

The unit, completely covered with Picwood Formica, is 27 inches long by 24 inches wide by 36 inches high when the top is closed up. It has a stainless steel insulated ice container with space for bottles and mixing tools. Lower part is equipped with galvanized iron drain pan for melt-



ing ice. It is ideal for use as a second bar at large parties.

For more information write Dept. CM, Jos. F. Palen, Inc., 112 Hennepin Ave., Minneapolis 1, Minn.

For clubs specializing in catering to members, Heinz ketchup is now being packaged in a new one-half ounce single-portion container.



The sealed aluminum envelope is handy, eliminates waste, and holds Heinz ketchup's flavor. Ketchup envelopes will be packed 200 to the carton for the food service trade. The new package joins the single-portion package of Heinz mustard, introduced last June.

Available again to clubs and other institutions is the U.S.P. bone-type Knox unflavored gelatine.



Now being offered by Knox is a free packet of 48 quantity recipe cards including top-quality, time-saving recipes for soups, aspics, relishes, entrees, salads and desserts.

The packet will be sent in response to a request on club stationery to Dept. CM, Knox Gelatine, Inc., Johnstown, N. Y.

You can have this starting

BUDGET BUFFET

FOR ONLY \$205³⁰*

in attractive, durable, sanitary, stainless steel...



CC-2002A

S-30085

CC-20251

S-30072

S-30102

CC-2002A Country Club Chafing Dish, 6 pt. capacity	63.00
S-30102 Salad Bowl, 10" diam.	17.15
S-30085 Oblong Tray 14" x 18"	13.20
S-30072 Oblong Tray 9" x 4"	5.65
S-30072 Calery Tray Oblong 9" x 4"	
CC-20251 ** Country Club Chafing Dish, 2 gal. capacity	106.30
TOTAL	205.30

**This is a single compartment unit. Can be adapted for 2-6-8 compartments at slightly additional cost.

LEGION, world-famous for their quality, introduces a new economy line of buffet ware providing a basic buffet layout for clubs, hotels, restaurants or caterers for only \$205.30. Here is an opportunity to create an eye-arresting buffet at budget prices that will build more business for you. As your business expands, you can add to your service from Legion's complete line of buffet ware.

Write for catalog and name of Legion dealer.

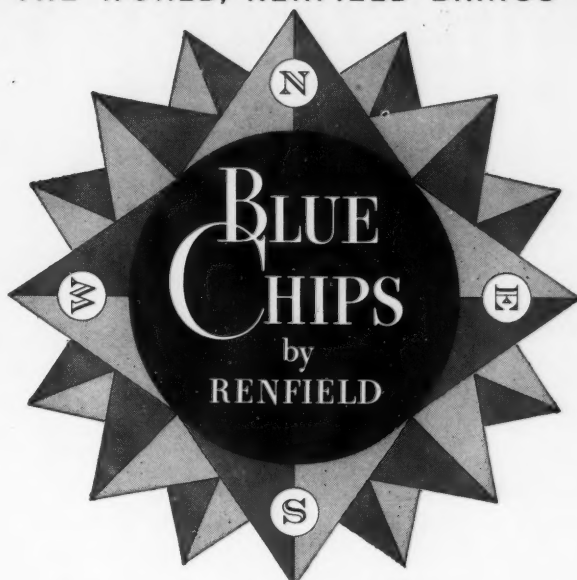


LEGION UTENSILS CO., INC.

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Branch Offices: CHICAGO MIAMI BEACH SAN FRANCISCO BEVERLY HILLS

FROM ALL OVER THE WORLD, RENFIELD BRINGS YOU THE FINEST



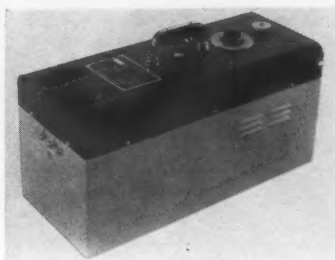
*repeat sales are
the best sales*

The heart of your business is your steady customer and the influence he has on his friends. That kind of customer is worth cultivating...and here is the line you need for the job. Whenever you're called upon to recommend a brand, remember this—from all over the world, Renfield brings you the finest. ©RENFIELD IMPORTERS, LTD., N. Y.



Haig & Haig, Blended Scots Whisky, 86.8 Proof; King William IV, Blended Scotch Whisky, 86.8 Proof; Remy Martin Cognac Brandy, 80 Proof; St. Remy Brandy, 80 Proof; Cointreau Liqueur, 80 Proof, Produced and Bottled by Cointreau Ltd., Pennington, N. J.; Gordon's Distilled London Dry Gin, 90 Proof & Gordon's Vodka, 80 & 100 Proof, 100% Neutral Spirits Distilled from Grain, Gordon's Dry Gin Co., Ltd., Linden, N. J.; Flora delle Alpi, 92 Proof

Write advertisers you saw it in CLUB MANAGEMENT: FEBRUARY, 1959



A newly designed Model A thermal aerosol insecticide fogging machine

has been announced by Aero-Master, Inc.

The new machine is said to provide more efficient insecticide fog dispersal, accurate and constant temperature control preventing heat breakdown of the insecticide and a new timer permitting fully automatic operation. According to the company it is now in use at such clubs as the Cincinnati Club and the San Angelo (Tex.) Country Club.

For more details write Dept. CM, Aero-Master, Inc., 325 W. Pacific Ave., St. Louis 19, Mo.



A newly designed high capacity counter top Charco-Electric broiler which is said to give meat the delicious charcoal-type taste, aroma and appearance without the use of charcoal, has been introduced to the club and institutional market.

Measuring 16 inches high by 32 inches long and 21½ inches deep, this unit is finished with stainless steel front and top, and hammertone sides. It has a three-position heat switch for low, medium and high, two-knob heat flow control and a grease flare guard.

For more details write Dept. CM, Bakers Pride Oven Co., 1641 E. 233rd St., New York 66.

THE FINEST HOTELS, RESTAURANTS, CLUBS, STEAMSHIPS, RAILROADS AND HOSPITALS SPECIFY LEGION'S NESTING STAINLESS STEEL PLATE COVERS.

ROOM SERVICE FOR HOTELS

TRAY SERVICE FOR HOSPITALS

BANQUET SERVICE

PULLMAN SERVICE

LOCKER ROOM SERVICE FOR CLUBS

CABIN SERVICE ABOARD SHIP

Serve food hot and sanitary with Legion's nesting stainless steel plate covers. Legion makes the largest assortment of nesting stainless steel plate covers in the United States from 7¼" to 11½" in diameter. Don't spoil the appearance of your dining room or your room service with unsightly dirt-pitted, grease-filmed or discolored covers. Legion's lustrous platinum finished covers are light, durable and easy to keep clean.

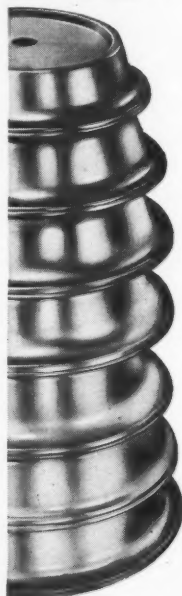
Now available at prices reduced 20%.

A FEW USERS OF LEGION PLATE COVERS

Statler-Hilton	Barcelona
Bellevue Stratford	Tisch Hotels
Benjamin Franklin	Knott Hotels
Sheraton Astor	Park Sheraton
Bear Mountain Inn	Dinkler Hotels
Carillon Hotel	Providence Hospital

*Moore-Mac Lines
S. S. Brazil • S. S. Argentina*

*Eliminate pitting from detergents... denting by dishwashers.
They are a lifetime investment.
Easy to store... they save valuable storage space.*



LEGION UTENSILS CO., INC.

21-07 40th AVENUE, LONG ISLAND CITY 1, N. Y.

Branch Offices: CHICAGO SAN FRANCISCO BEVERLY HILLS MIAMI BEACH

A copyrighted pamphlet entitled "Why Hire a Food Service Consultant" is now available.

It outlines in sequence important steps to sound, practical planning and points out the serious pitfalls of an inexperienced or uninformed approach. It also outlines proper coordination of planning between architect and food service consultant to achieve maximum utility and economy.

For free copy write Dept. CM, Lincoln Manufacturing Co., Inc., P.O. Box 2313, Fort Wayne, Ind.

A low-cost system of punched-card data processing specially designed for small businesses such as clubs, has been announced by Remington Rand.

The new system makes it possible for clubs to machine process such accounting work as production control, payroll, inventory control, accounts receivable and sales analysis.

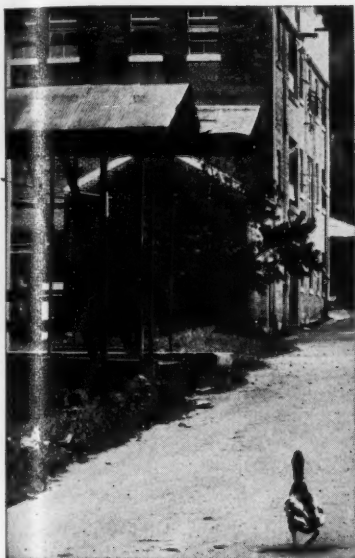
Information about the new system can be obtained by writing Dept. CM, Remington Rand Univac Division, 315 Fourth Ave., New York 10.

Legion Utensils Co., Inc., manufacturers of bi-metal and stainless steel cooking, serving, and buffet ware, have published a new catalog for the trade.

This publication will include all of the new products recently introduced by the company, as well as its complete line of merchandise in bi-metal, and stainless steel.

A copy may be obtained by writing to the manufacturer, Dept. CM, Legion Utensils Co., Inc., 21-07 40th Avenue, Long Island City 1, N. Y.

ABOUT THE SHORTAGE OF JACK DANIEL'S...



Why we were caught short by the jump in demand

We've always made our sippin' whiskey by the same old Tennessee process that Jack Daniel employed here in the Hollow in 1866. It's a patient, leisurely process now known as Charcoal Mellowing. And because it demands so much of our personal attention, we've never let the distillery grow too much bigger than in Jack Daniel's day.

As a result, we just weren't prepared for what began to happen in 1955. That year the demand for Jack Daniel's jumped almost 100%. We've never heard of anything like that happening to a premium-priced whiskey before. And so we simply didn't have enough Jack Daniel's Tennessee Whiskey ready and waiting in the aging barrels.



What we have done to increase future supplies

We have built a modest addition to our small distillery. Today more Jack Daniel's Whiskey is in the aging barrels than ever before. As a result, we hope you will note an easing of the shortage next year.

Though we've added somewhat to our distillery's capacity, we have not changed our old Tennessee whiskey-making process by one brick or board. We still patiently trickle our product through 10 feet of tightly packed hard maple charcoal. We still wait 8 to 12 days for each drop to make its flavor-smoothing trip through the charcoal before we put it in the aging barrels. And we continue to make our whiskey this old-time way though nobody else now takes the trouble. We always will.



What we're doing today to protect your profits

We are allocating our short supplies as fairly as we know how. Allocations are based on the sales of 1955—just before the shortage started. So if your establishment is an old customer of Jack Daniel's Tennessee Whiskey, rest assured that we are remembering our old and loyal friends first.

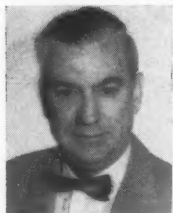
We're also keeping up a steady advertising campaign in *TIME*, *NEWSWEEK*, *HOLIDAY*, and *TRUE*. We show that it's not your fault if you run out of Jack Daniel's Whiskey. Our ads show that the shortage is simply a result of the time-consuming way we smooth out our product—Charcoal Mellowing it the old Tennessee way—just as Jack Daniel used to do it a near-century ago.

No other whiskey is Charcoal Mellowed the old Tennessee way, drop by drop

TENNESSEE WHISKEY . . . 90 PROOF BY CHOICE • DISTILLED AND BOTTLED BY JACK DANIEL DISTILLERY, LYNCHBURG (POP. 402), TENNESSEE • © 1958, JACK DANIEL DISTILLERY, LEM MOTLOW, PROP., INC.

Write advertisers you saw it in *CLUB MANAGEMENT*: FEBRUARY, 1959

Look for These Top Hands They And All Other Texans, Too, Are Wait



L. A. Upshaw



Ruel Dorrough



Billie Dorrough



Al Chivers



Walter Clist



John Outland



Pat Steger



"Red" Steger



Bill Ritchey



Bea Groseclose

THE 32nd Annual CMAA Conference will take place from February 18 through February 21 at Houston and indications are that it will set records in attendance and will at least match the enthusiasm and spirit of previous conclaves. Headquarters hotel is the Shamrock-Hilton which now reports it is sold out for the conference.

A full line-up of educational and social events have been prepared by a hard-working conference committee headed by Co-Chairmen Henry Barbour of the Houston Club and Milton Thomas of Brae Burn Country Club.

As previous articles in **CLUB MANAGEMENT** have pointed out, some of the social highlights will include a champagne tasting party, a reception around the hotel pool, the formal dinner honoring CMAA officers, a progressive cocktail party covering four Houston clubs and a rodeo, western party and barbecue. In addition, there is an extensive women's program.

Besides the co-foremen of the conference, other committee heads include: John Carrigan, Midland Country Club, publicity; Ruel Dorrough, Pine Forest Country Club, co-foreman, entertainment; Beatrice E. Groseclose, Ramada

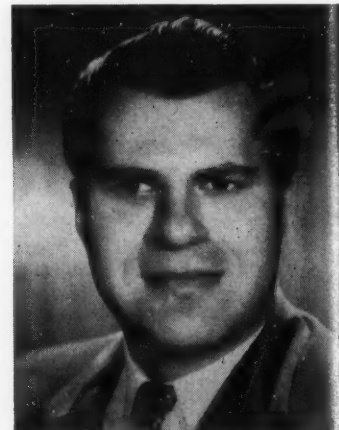
Club, co-foreman, entertainment; Billie Dorrough, co-foreman, women's entertainment; Pat Steger, co-foreman, women's entertainment; Henryetta and Frank Otis, Lakewood Country Club, Dallas, co-foremen, publicity; W. "Red" Steger, Corpus Christi Country Club, co-foreman, hospitality; Lottie Hartley, Insurance Club of Houston, co-foreman, hospitality.

John Outland, Dallas Country Club, registration; Walter Clist, Coronado Club, arrangements; I. Howard Brown, Houston Yacht Club, post-conference tour; Evelyn and Harry Seide, Westwood Country Club, reservations; Herschel Nead, Country Club of Austin and Al Chivers, Briar Club co-foremen, finance; Harvey Mann, Westwood Country Club, transportation;

Conference Co-Foremen



Milton Thomas



Henry Barbour

CLUB MANAGEMENT: FEBRUARY, 1959

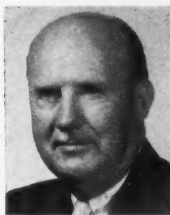
They're Wearing Your Brand Are Waiting to Say Howdy to You



Harry Seide



Evelyn Seide



W. J. Griffin



Lottie Hartley



John Carrigan



Herschel Nead



I. Howard Brown



Henryetta Otis



Frank Otis



Harvey Mann

W. J. Griffin, Brook Hollow Golf Club, Dallas, co-foreman, sports; Bill Ritchey, Tascosa Country Club, Amarillo, co-foreman, sports; L. A. Upshaw, Petroleum Club of Houston, culinary exhibits; Page Curran, Rivercrest Country Club, Fort Worth, and Royce Chaney, Northwood Club, Dallas, advisory.

Speakers for the outstanding ed-

ucational part of the conference have been scheduled by Mr. Clist, as follows:

Bryan Blalock, director of industry and public relations, The Borden Co., Marshall, Texas, will speak at the first luncheon and will give a steady flow of homespun wisdom and philosophy. Mr. Blalock, who is known

Conference Program On Page 49

throughout the U. S. as an East Texas humorist, has spoken to hundreds of groups in 36 states in the past few years. Born near Marshall, he organized the Texas Milk Products Co. in 1929, expanding it into five plants and sold out to Borden in 1944, remaining with the company in his present capacity.

Dean Howard B. Meek of the school of hotel administration, Cornell University, Ithaca, New York, is the keynote speaker and will discuss "Determining Your Problems." Dean Meek is internationally known to the hotel, restaurant and club management profession as an outstanding educator in these fields and as the man who founded the school of hotel administration at Cornell in 1922. He has guided the school through the years as professor, director and finally dean.

Thomas C. McGuffey, manager of the Missouri Athletic Club, St. Louis, will start off the educational series

(Continued on page 51)

Conference Advisory



Royce Chaney



Page Curran

Pools Promote Family Aspect of Clubs

AGAIN this year CLUB MANAGEMENT surveyed key clubs to determine their attitudes toward swimming pools and their comments are printed here. Obviously a pool is an asset for a club, especially because it is one activity that brings the entire family to the club. The pool becomes, as one manager put it, the focal point of family activity.

Food and Bar Business Increases With Opening Of Pool Each Season

B. H. Collins, Manager
Cascade Hills Country Club
Grand Rapids, Michigan

THE chief advantage of our pool is

that it creates a family atmosphere. Our restaurant and bar business is boosted about ten per cent when the pool is open.

Replacement cost of the pool would be about \$60,000. It can accommodate about 100 at any one time, and we employ five persons to run it. At present we are in the process of adding a new building alongside the pool which will have locker rooms, a recreation room, and a snack bar with an upper terrace at a cost of about \$50,000.

We hold an inter-club swimming tournament on July 4 and during the season the swimming pro puts on water ballets, competition swimming and evening swim parties. These increase the restaurant and bar business about 15 per cent.

New \$170,000 Pool Ups Business by 15 Per Cent

James O. Fischer, Manager

East Lake Country Club
Atlanta

OUR pool which was completed July 1, 1958, cost about \$170,000 including a bathhouse and snack bar. It takes about 15 people to operate it on a ten-hour shift. We have four lifeguards, four snack bar attendants, two waiters, one desk attendant, one maid, one lockerboy and two maintenance men. We use our Atlanta Athletic Club athletic director and assistant during the summer months at East Lake. The entire pool operation is under my supervision.

Our business increased somewhat, perhaps 15 per cent, over the previous operation, and just as important, the new pool increased family activity at the club. All in all I was happy with the first year's results.

Special Events Help Interest Members in Pool

Victor R. Lesch, Pool Director

Twin Orchard Country Club
Prairie View, Illinois

WE use two special events to promote the pool. Annually there is a Junior Water Show which generally follows a theme such as "Around the World in 80 Days" or "Weather or Not." This show is organized and given by the boys and girls, usually under 20 years of age, under my direction. We also have a swimming meet with Green Acres Country Club each year, held alternately at each

A view of the East Lake Country Club pool, Atlanta.



club. This event is for boys and girls under 18.

Also, adult members hold private swim parties in the evenings, usually after dinner. Occasionally specific races and relays are staged and special water acts also are brought to the club.

Our pool was built in 1945 and the estimated replacement cost is about \$75,000; yearly maintenance is about \$6300 not including major repairs. The pool, which is 75 by 35 feet, normally will handle our 325 members quite adequately. Staff is composed of myself, two full-time guards and one guard for the weekends and special events. Manager Steffen Diamant and I work together on the purchase of supplies and equipment.

The chief advantage of our pool is the family aspect it gives the club. Twin Orchard is considered a "golfing club" with its 36 holes surrounding the clubhouse. The pool provides entertainment as well as exercise for the members of the family who are not interested in golf. The bar and restaurant business of the club is not boosted appreciably by the pool itself; however, it is obvious that many of our present members would not belong if they did not have the privileges provided by the pool.

Pool Important Factor in Increased Interest and Business

George W. Sperlak, Manager

Pueblo Golf and Country Club
Pueblo, Colorado

OUR swimming pool has been one of the most universally accepted recreations for our families since it was constructed in 1941. It has played a very important part in the increased interest and patronage of all the facilities we have to offer. The swimming pool also helps to attract potential new members that move into this arid country.

Our pool is 75 by 30 feet plus a youngsters wading pool. It was built for approximately \$12,000. Replacement cost today would be about \$50,000. In the next few years, an addition is contemplated, which will give us an "L" shaped pool. The addition will be an area for diving only. The present ten foot depth will be filled to a six foot depth, giving us more "free swim" area. This is in a planning stage and no plans have been turned out for bid.

The swimming pool operation is under my supervision; however, the maintenance of the pool is under the supervision of our able, grounds su-



Shown here is a view of the recent Hawaiian Party held around the pool at Pueblo (Colo.) Golf and Country Club.

perintendent, Clyde Young, who also purchases pool supplies necessary for the maintenance and upkeep of our pool.

We employ a swimming pro, whom we obtain through nearby universities. The staff is composed of eight people. The annual maintenance and labor is approximately \$6000.

Just this last year we increased our snack bar facilities and offered a much more attractive menu. The results were tremendous. We more than doubled the previous high in our snack bar sales. During an actual 71 operating days, our sales were over \$4200. Incidentally, adequate snack bar facilities are very important in keeping families content and happy with their swimming pool.

There are disadvantages to everything, but very few that cannot be worked out with proper administrative measures and understanding on the parts of the membership and the management of the club including the directors.

Interest in the swimming pool has grown extensively over the past four years through the development of competitive swimming. We started out with our own club team traveling to a regional A.A.U. meet in Denver, some 120 miles from here. Since then we have created local interest and have inter-city meets. This same group of local swimming enthusiasts have organized a District A.A.U. center here for a 15-county area. We feel proud to have created city-wide interest, in addition to our own.

During the winter months, one night a week is set up at a Downtown Y.M.C.A. pool for our swimming team to practice. This helps to

keep them in shape and to practice swimming techniques for the next season. The cost is paid by the club for the use of the pool.

The swimming pool area makes a wonderful setting for so many parties. The picture on this page was taken during our fabulous Hawaiian party. We made a raft covered with foliage and floated it in the middle of the swimming pool. A four piece Hawaiian orchestra on the raft played the island melodies during the cocktail hour, as sarong clad girls were swimming through the thousands of flowers strewn upon the water.

In my opinion, any club that caters to a family type membership and does not have a swimming pool is not really a club for a family at all.

Our Pool Is Focal Point Of Family Activity

Richard Means

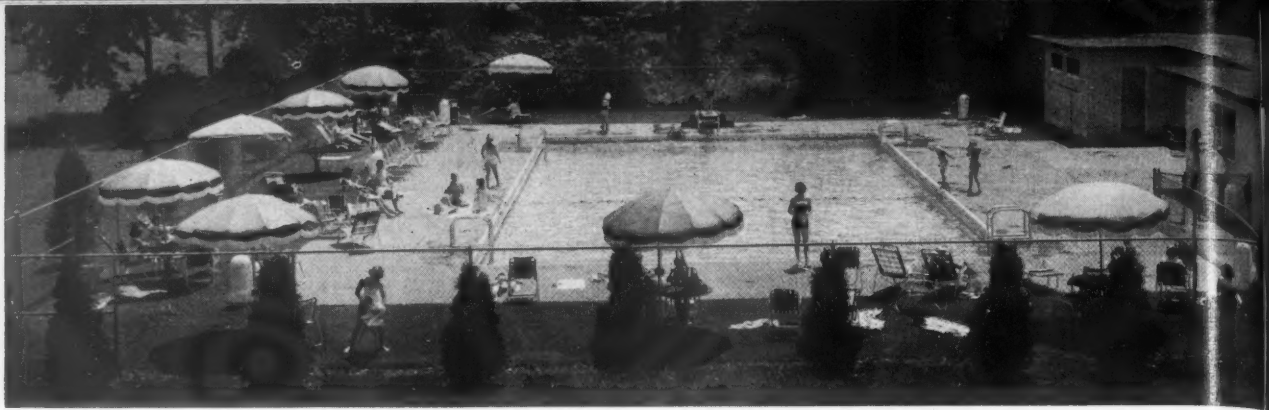
River Road Country Club
Louisville

OUR pool is approximately 20 years old, is 45 by 90 feet and varies in depth from three to eight feet. We have heavy traffic on weekends and have registered as many as 300 bathers, yet at no time have we experienced any great difficulty due to overcrowding.

In 1958 we spent \$1100 for maintenance and supplies and this included paint, chlorine, soda ash, etc. Labor for painting was not included as we did it with our own employees.

We use three lifeguards, one of whom acts as coach for the swimming team and all of the guards teach on

(Continued on page 46)



A Club Pool Is a Good Investment

By R. Alan Chesebro, Manager

Brae Burn Country Club
West Newton, Massachusetts

A SWIMMING pool is a good investment for a country club, not only because it stimulates a closer tie between families and the club, but also because the pool's value normally appreciates.

Our pool was built in 1954 at a cost of \$53,797, equipment for the bath house and snack bar was \$8413, a new parking area added another \$1500, so the total project came to \$63,710. Today to replace our pool it would cost at least \$73,200!

Although there are various financing plans, at Brae Burn we decided to use a voluntary purchase of "Swimming Pool Revenue Bonds" having a face value of \$100 each. Members purchased \$59,800 in bonds and made outright gifts totalling \$3910, all of which was non-taxable inasmuch as

purchase was not mandatory and bonds are non-interest bearing. The "resolution" authorizing these bonds calls for their redemption in 20 years from a sinking fund set aside each year from the net profit of the swimming pool operation. And we do make a profit as you can see from the accompanying table.

The location for a swimming pool will vary with different clubs. Our pool is beautifully located 90 yards

in front of and overlooked by our clubhouse. It is spoon shaped, 75 by 35 feet having an 11½-foot depth under the single one-meter diving board. It has a capacity of 120,000 gallons of water, is equipped with four ladders, 14 400-watt underwater lights and four 1500-watt floodlights on 30 foot poles. Construction is reinforced concrete. We have a 12-foot wide concrete deck, containing 14

(Continued on page 56)

BRAE BURN SWIMMING POOL OPERATING STATEMENT

	1958 Budget	1957 Actual	1956 Actual
INCOME:			
Seasonal Privileges:			
Family	\$ 6000	\$ 4840	\$5495
Special Family	550	495	400
Individual	625	625	500
Special Guest	450	480	...
Daily Privileges	2400	2344	2151
Lockers and Baskets	1000	1006	1102
Mds. Sales and Misc.	125	105	254
Opening Income	109	...
TOTAL INCOME	\$11,150	\$10,004	\$9002
EXPENSE:			
Labor	\$ 3250	\$ 2993	\$2826
Board of Employees	325	304	240
Pay Roll Taxes	150	134	122
Water (City of Newton) ..	100	99	94
Chemicals	200	139	389
Electricity	500	492	485
Laundry and Towels	250	200	283
Opening Expense	150	112	262
Printing and Postage	225	234	91
Supplies	20	3	...
Mdse. Cost and Misc.	125	144	131
Insurance	115	114	106
Contingencies	105
Property Taxes	675	640	627
Renewals and Repairs	695	651	1596
Fuel	90	82	93
Auditing	175	175	135
TOTAL EXPENSE	\$ 7150	\$ 6516	\$7214
GAIN OR LOSS*	\$ 4000	\$ 3488	\$2688
* Gains allocated as follows:			
Maintenance Reserve Fund ..	\$ 500	\$ 500	\$ 500
Sinking Fund for Bond Retirement ..	3500	2988	2188
	\$ 4000	\$ 3488	\$2688

Manager R. Alan Chesebro did considerable research in preparation for the construction of the Brae Burn Country Club swimming pool. By visiting other clubs, inspecting their swimming pools and discussing their good and bad points with the managers, he was able to avoid many mistakes. For this help he gives specific credit to fellow members of the Club Managers Association of America, about which he states: "This points up one of the great values of membership in the CMAA."

CLUB MANAGEMENT: FEBRUARY, 1959



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Children's Day Camp

a program for a country club

By Harvey H. Mann, Manager

Westwood Country Club
Houston, Texas



THE country club today is definitely a family club, and Westwood, with a large group of young families was following the predominant trend: our pre-schoolers to pre-teens were increasing faster than our teenagers. What to do with such a superabundance of young energy, particularly during the long hot summer months, became first a problem, then a crisis.

Westwood's Day Camp, which last year completed its third successful summer, proved to be the answer. Actually this was the fourth year, since 1955 was the pilot year during which we worked out a formula. That summer a group of parents with school age children who were too young to go to full-time camp, too bored to stay at home, and too much of a headache if left at the pool by themselves, worked out the first tentative day camp plans. Under the supervision of the swimming pool head life guard, and with the help of a public school kindergarten teacher engaged for four summer weeks, 35 children embarked on their first club camp experience.

It was a resounding success. At a reunion diinner around Christmas, so many youngsters showed up wanting to register for next year, that it became clear the program had to be expanded. In 1956 the club engaged the services of the assistant professor of physical education at the Rice Institute for the summer. He reorganized the day camp, in two four-weeks sessions, Tuesday through Friday, from 9 to 12 a.m., followed by a hot lunch. Transportation in school buses, rented for the season, and driven by the senior day camp counselors, was arranged.

We feel that the success of our day camp depends, in a large measure,

on our counselors. It is their interest in the children and their willingness to pitch in beyond the mere minimum that really makes the program go. When a counselor just sits and watches the kids do something, instead of showing them how to do it, then it's time to find another counselor. And from experience, we found that the best source of counselor supply comes from the local university or college—senior students, mature enough to give good guidance to children, but not so far removed from their own childhood that they could not enjoy the activities. However, in the arts and crafts program, if you are fortunate enough to find an experienced adult who does not mind the turmoil that often accompanies creative production by 20 to 30 children at a time, this would be the better choice.

The morning program is divided into three periods: swimming, arts and crafts, and sports and games. The children, too, are divided into three groups: The "minnows" ranging from 4-6, the "crabs" aged 7 and 8, and the "whales" 9 and 10 years old.

We started 1956 with 70 children. In 1957 there were 114 and last year we had 150 in the first session. Some are repeaters, but mostly they have been drawn from additional families or are younger brothers and sisters grown old enough to go to camp. The age level has tended to become younger; some of this year's minnows were only three and one half and started with bitter tears when told to duck their faces in the water—four or eight weeks later they knew how to swim.

The games period includes softball, volley ball, archery, horseshoes, basketball and golf. During arts and crafts they make puppets, dabble in

CLUB MANAGEMENT: FEBRUARY, 1959

ceramics, basketry, weaving, painting and modeling.

Once a week there is a nature hike, usually the highlight of the week to the children. Under the guidance of a visiting naturalist they have discovered the wonders of snakes and snails, and sometimes go fishing. This is followed by a picnic lunch. In fact, all the activities, including the arts and crafts, are held outdoors—the children only come in for lunch. This, however, is necessitated by our cramped space—with the building of the new clubhouse and more room for youth activities, probably the arts and crafts will be moved indoors.

Last year, as a new experiment, we had an afternoon group of 20 seniors, ages 11 to 13, who got an intensive session of golf instruction, life saving and advanced swimming. Of this group six made advanced swimmers and 12 got the junior life saving certificate.

We stress achievement and some competition: each week a "Best Camper of the Week," one boy and one girl in each group, is announced at the Friday picnic; it is the child who has made the most progress or shown the most effort during that week. This is a much coveted honor, rewarded at the end of the season with a beautiful trophy ribbon.

The climax of the summer's season is the Annual Day Camp Award Dinner at which proud campers show off their handiwork to their parents and walk up to the head table to collect their awards. How well the children worked is shown by this year's awards: We gave out 65 Red Cross beginners' certificates, 40 intermediates, and 28 swimmers, as well as the senior certificates. Practically no one goes home empty handed, and this year we had 307 parents and children for the award dinner.

The day camp is totally self-sustaining. We charge \$10 per week per child, with a minimum of four weeks. This includes all instruction, all supplies and materials needed for the crafts program and a daily hot lunch. It does not include bus transportation for which we charge \$3 to those who require it.

The luncheon menus are varied and child-centered. We serve spaghetti and meatballs, carrot and celery strips, muffins and jello as a sample lunch. Other favorite dishes include fried chicken, turkey, meat loaf, etc. At the weekly picnic they get a choice of sandwiches, fruit, cupcakes and punch. Dining room supervision is carried out by the camp staff who eat with the children. Lunch lasts from about 11:50 until 12:15 and all children are out of the dining room by 12:30, making it possible for us to

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accept adult luncheon parties for 1:00 p.m. Here again, when our dining room facilities are doubled in the new clubhouse, this potential bottleneck will be eliminated.

Out of the day camp funds we pay the counselors, the camp director, the arts and crafts instructor and the naturalist; buy all sports equipment and pay for all arts and crafts material, kiln fees for ceramics firing, etc.

This year we had 17 counselors, three of them seniors, one in charge of each group, and two driving the busses. The senior counselor is responsible for attendance records, sees to it that special diets are observed, maintains discipline and is generally responsible for the progress and happiness of his group. We have under him about 10 to 12 junior counselors, both boys and girls, quite a few of them children of club members. We pay the senior counselors \$400 per season for boys and \$300 for girls, and the junior counselors \$100 per season, plus their meals. We budget about \$350 per year for sporting equipment and are building up a nice backlog. We should and will buy more when we have the new club's bigger storage facilities. It is recommended that the camp director be paid on a flat fee/plus bonus arrangement.

The day camp has been satisfactory all around. At no charge to the club an enormous amount of good will has been built among the parents. The children, too, have benefited from this organized pre-camp play experience; lasting friendships are built at an early age with a pleasant association with the country club that goes back to childhood days and is continued through the teenage program until they join in their own right when they marry.

There are, of course, headaches: It is sometimes difficult to convince 150 mamas that 150 children will each get the extra-special attention each mama thinks he needs. Lunches that will make the children happy—and will get eaten—will not always do for their nutrition-conscious parents. The merits of punch versus milk can become a hotly discussed issue. But we get a lot of luncheon business we have not had in other summers and the program helps to build summertime patronage in general. Other country clubs in the Houston area have found our program interesting—a number have emulated or adapted it.

This year we will try the day camp on a three weeks' session schedule, with three sessions, rather than two.

We found that four weeks is too much for the younger children and it also interfered with the parents' holiday plans. We also hope to expand our "rainy day" programs—slides, movies, life saving demonstrations, drama, music.

All of this depends somewhat on the completion of our new club-

house where we will have youth rooms apart from the adult premises, so that the children can give full vent to their energy without disturbing other users of the club. We started building this winter and whatever service curtailment there may have to be, one thing is certain: the day camp will go on.

New Clarification Ruling on Federal Income Tax Exemption for Clubs

A NEW ruling by the Internal Revenue Service further clarifies the criteria or tests for determining whether an organization qualifies for exemption from Federal income tax under Section 501(a) of the 1954 Internal Revenue Code, reports Walter Slowinski, CMAA counsel. Complete wording follows:

26 CFR 1.501(c) (7)-1: Social Clubs Rev. Rul. 58-589

Advice has been requested concerning the criteria or tests to be met in determining whether a social club can qualify for exemption from Federal income tax under the provisions of Section 501(a) of the Internal Revenue Code of 1954.

Section 501(c) of the Code describes certain organizations exempt from income tax under Section 501(a) and reads, in part, as follows:

(7) Clubs organized and operated exclusively for pleasure, recreation, and other nonproftable purposes, no part of the net earnings of which inures to the benefit of any private shareholder.

In making a determination whether an organization comes within the provisions of Section 501(c) (7) of the Code, all facts pertaining to its form of organization, method of operation and activities should be considered. An organization must establish (1) that it is a club both organized and operated exclusively for pleasure, recreation and other nonproftable purposes and (2) that no part of its net earnings inures to the benefit of any private shareholder or individual. To meet the first requirement, there must be an established membership of individuals, personal contacts and fellowship. A commingling of the members must play a material part in the life of the organization. See G.C.M. 23688, C.B. 1943, 283.

Section 1.501(c) (7)-1 of the Income Tax Regulations relating to the exemption of social clubs under Section 501(a) of the Internal Revenue Code of 1954 reads as follows:

(a) the exemption provided by Section 501(a) for organizations described in Section 501(c) (7) applies only to clubs which are organized and operated

exclusively for pleasure, recreation, and other nonproftable purposes, but does not apply to any club if any part of its net earnings inures to the benefit of any private shareholder. In general, this exemption extends to social and recreational clubs which are supported solely by membership fees, dues, and assessments. However, a club otherwise entitled to exemption will not be disqualified because it raises revenue from members through the use of club facilities or in connection with club activities.

(b) A club which engages in business, such as making its social and recreational facilities available to the general public or by selling real estate, timber, or other products, is not organized and operated exclusively for pleasure, recreation, and other nonproftable purposes, and is not exempt under Section 501(a). Solicitation by advertisement or otherwise for public patronage of its facilities is prima facie evidence that the club is engaging in business and is not being operated exclusively for pleasure, recreation, or social purposes. However, an incidental sale of property will not deprive a club of its exemption.

It is clear under the foregoing regulations that a club which engages in business, such as making its social and recreational facilities available to the general public or by selling real estate, etc., may not be considered as being organized and operated exclusively for pleasure, recreation or social purposes. It is equally clear that activities by a social club such as the solicitation by advertisements or otherwise of public patronage of its facilities may be adverse to the establishment of an exempt status.

Therefore, to qualify for income tax exemption, a social club should not advertise its facilities for nonmember patronage since this would be prima facie evidence it was engaging in business. Likewise a social club should not engage in any type of business activity for profit which is designed to increase or which could result in an increase in net earnings inuring to the benefit of any shareholder or individual. Net earnings may inure to members in such forms as an increase in services offered by the club without a corresponding increase in dues

(Continued on page 48)

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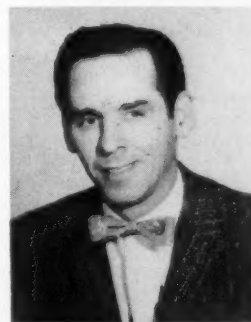
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San Francisco Chapter Honors Presidents and Officers at Annual Dinner

MORE than 60 members and guests of the San Francisco and Bay Area Chapter of CMAA gathered at the Olympic Club December 16 for the annual "Presidents' Night" banquet.

Presidents, vice presidents and chairmen of house committees, with their managers, gathered at 6:30 for the cocktail party which preceded

the formal dinner. John L. "Bill" Martin, president of the chapter and manager of the Berkeley Elks Club, presided at the dinner and the program which followed and welcomed the club officers in attendance.

Kenneth Meisnest, secretary-treasurer of CMAA and manager of the Washington Athletic Club, Seattle, represented CMAA at the banquet and gave one of the addresses of the evening. Other CMAA officials in attendance (as a member of the chapter) were John W. Bennett, manager, San Francisco Commercial Club, a director of CMAA, and Paul A. Manuel, CMAA regional director and manager of the Del Paso Country Club, Sacramento.

Chief speaker of the evening was Dennis Hession, San Francisco lawyer, who is a past president of the Northern California Golf Association and the California State Golf Association, and a four-handicap golfer.

Mr. Hession has worked closely with the private membership clubs of the Bay Area and has represented the chapter in a number of matters pertaining to the operations of private membership clubs.

Speaking from a background as an active clubman and one who is closely related to the problems of club management, Mr. Hession pointed out that the job of a man-

ager often is made more difficult by the fact that he is given a brand new set of officers every year and often a new board or a new set of chairmen to work with. "Very often new board members and new officers are put in with the idea of *change*. Sometimes this is due to a desire of the membership but more often only a wish on the part of the new board member or officer to show that he is taking his new assignment seriously. Change in itself is not bad but change just for the sake of creating activity, without providing increased personnel or any change in compensation, can be very frustrating," declared Mr. Hession.

Mr. Meisnest reported on the activities of CMAA during the past year and brought members up-to-date with what is taking place in the Washington headquarters. The San Francisco and Bay Area Chapter maintains a coextensive membership with CMAA so that all chapter members also are members of the national association. Mr. Meisnest told of the work that is being done by the national association in the area of legislation and urged all members of the chapter to attend the forthcoming CMAA conference in Houston in February.

Jack H. Helms, president of the Olympic Club, served as co-host at
(Continued on page 55)



Officers greet hosts as Fred A. Irvin (left), chapter vice president and manager of Peninsula Golf and Country Club, "Bill" Martin, chapter president, and Joseph E. Castillo, chapter secretary and assistant manager of the Olympic Club, are welcomed by Jack Helms, Olympic Club president, and John G. Halkett, general manager.



John W. Bennett (left), manager of the San Francisco Commercial Club and director of CMAA, and John L. "Bill" Martin, president of the San Francisco and Bay Area Chapter and manager of the Berkeley Elks Club, look on as Dennis Hession, banquet speaker, explains to Kenneth Meisnest, CMAA secretary-treasurer, that the San Francisco Olympic Club is oldest athletic club in nation. Mr. Meisnest flew to the party from Seattle, where he manages Washington Athletic Club, to address the annual Presidents' Night dinner.

Club presidents, vice presidents, and house committee chairmen gathered with their club managers at Olympic Club to observe annual Presidents' Night dinner of the San Francisco and Bay Area Chapter.



CLUB MANAGEMENT: FEBRUARY, 1959



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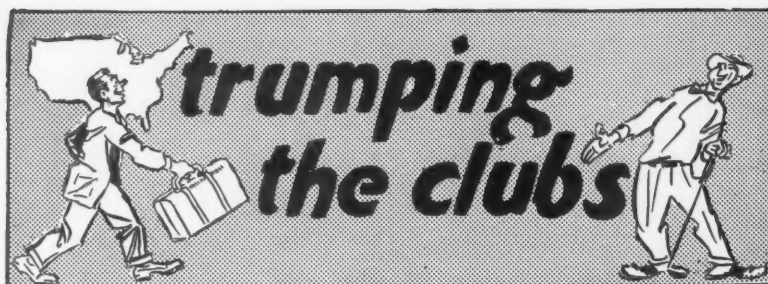
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W. Bruce Matthews, for the last 27 years manager of Green Ridge Country Club, Grand Rapids, Mich., has stepped down from his post. He will continue, for the time being at least, his work in laying out and revising golf courses, a line of endeavor in which he enjoys a national reputation. Succeeding Mr. Matthews in the club post is Paul Carsok.

Mr. Matthews, who has been a regional director of CMAA and has been particularly active in the educational aspects of the association, is a member of the exclusive CMAA 25 Year Club, an organization open only to those who have managed at one club for 25 consecutive years or more.

Born in Hastings, Mich., Mr. Matthews got his baptism in landscaping work in 1925 after graduating from Michigan State. He joined a Boston firm and was assigned to Florida in golf course construction, remaining there two years. In 1931 he was employed as manager and greens superintendent of the old Masonic Country Club in Grand Rapids, located on the site of the present Green Ridge. He remained, nursing Green Ridge through the depression years, into the outstanding club that it is today.

Mr. Matthews, in addition to his CMAA work, has served on the national board of directors of the Golf Course Superintendents Association and is president of the Michigan Turf Grass Foundation.



On January 1 Clifford H. Lemieux assumed his new duties as manager of Great Bend (Kan.) Country Club. Formerly he was with the El Paso Club, Colorado Springs, and prior to that was manager of Rolling Hills Country Club, Golden, Colo.

Mr. Lemieux spent 21 years in the U. S. Marine Corps, retiring from service in 1957. During the last five years of service he was manager of a military club in San Diego, Calif., and two clubs in Japan, one in Hanshin and the other in Oppoma.

Walter Hassinger, Shady Oaks Club, Pecan Island, Kaplan, La., writes that his club is a very interesting operation located in the heart of the Cajun country.

Located 33 miles from Kaplan, the club is on an island which is reached by crossing a pontoon bridge, a cable-drawn ferry and miles of shell road. Local sights include lots of Spanish moss, Brahman bulls, marshlands, mud buggies, moccasins, cranes, nutrias (Mexican rat), ducks and geese.

There isn't a telephone line on the island, it is rumored the mail carrier cannot read or write, reports Mr. Hassinger, so the island is a perfect retreat for the wealthy members who use it for hunting, fishing, etc.



Mr. and Mrs. Ross E. Connolly

Ross E. Connolly has been appointed manager of the new Rio Pinar Country Club, Orlando, Fla., which will be completed and opened for operation in March.

He has been in club work since 1956 having been connected with the Florida Yacht Club in Jacksonville and the Officers Club, N.A.S., Cecil Field, Fla. Prior to that he managed several hotels and resort hotels.

Mr. Connolly reports that his new club will have 625 golf and 625 social members, a riding stable and a swimming pool shaped like the state of Florida. Facilities also include tennis courts and a nine-hole pitch and putt course.



Warren F. Zacher

Warren F. Zacher has been appointed general manager of the University Club of Boston. Previous club affiliation was with the Woodland Golf Club, Auburndale, Mass., as manager.

Prior to entering the club field Mr. Zacher spent 15 years in hotel work working up from auditor to resident manager. He is a graduate of Boston University.



Edmund G. (Pat) Brown, newly-elected governor of California, was guest of honor at a party at the Olympic Country Club, San Francisco, recently, at which he was presented with a jewelled "Winged O" for his lapel. Mr. Brown is the third Olympian to become governor of California. The other two are James (Sunny Jim) Rolph and Earl Warren, Chief Justice of the United States.



Donald Edie reports that he assumed his new duties as manager of Medinah (Ill.) Country Club on January 15, having resigned his former position as manager of the Country Club of Detroit. Prior to the Country Club of Detroit he managed the Country Club of Lansing, Mich.



One of the most active clubmen in attendance at the annual San Francisco and Bay Area Chapter Presidents' Night dinner at the Olympic Club December 16 was Tony Newhoff, a retired vice president of Union Oil, whose interest in clubs dates back to the time when he ran on the Olympic Club track team in the 1912 Olympic Meets. Since then he has been president of the Commercial Club, a director of the Bohemian Club and is now a director of the Olympic Club.



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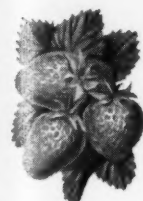
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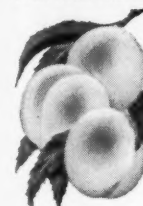
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R. W. Wasson

R. W. Wasson has resigned as manager of the Elks Club, Glendale, Calif., to accept the position of manager of the Victoria Club, Riverside, Calif.

Mr. Wasson, in the Naval Reserve, also was manager of Mission Valley Country Club, San Diego, and Thunderbird at Palm Springs. While on active duty **Mr. Wasson** was Presidential Mess Treasurer during President Truman's administration, and served as Mess Treasurer at Alameda and Livermore Naval Air Stations in California.

The Victoria Club, he reports, is the oldest country club in Southern California, having been operating for the past 62 years. The club, which has 500 members, has just completed renovation of locker and card rooms at a cost of \$35,000.



New manager of the Pacific Coast Club, Long Beach, Calif., is **H. L. Lawton**, who has been associated with the club for the past 18 years. He replaces **C. T. Hamilton**, who has been appointed assistant to the president of the Los Angeles Athletic Club assigned to special projects.

Previous to his connection with the Pacific Coast Club **Mr. Lawton** managed a Seattle, Wash., hotel and was affiliated with the Rainier Club in Seattle.



Charles W. Wegener, for the past 18 months manager of the Buccaneer Hotel, St. Croix, Virgin Islands, has been appointed manager of the Country Club of Asheville, N. C., succeeding **H. Bertram Manning**, who resigned.

Mr. Wegener for nine years managed the Longboat Cabana Club in Sarasota, Fla., and for 11 years was manager of the Whispering Sands Hotel in Sarasota.

Mr. and Mrs. Steve Norrish, Lambton Golf and Country Club, Toronto, Canada, on January 23 left for a seven-week trip to England, where **Mr. Norrish** planned to visit his birthplace and relatives.

Mr. Norrish spent several weeks in the hospital in October recovering from a virus infection and reports that when he returns to work this spring he will have to take it easy, but is feeling fine and looking forward to his trip.



A \$100,000 remodeling program has been completed by the Engineers' Club of Philadelphia, according to **Anthony Carbella**, general manager. The program included a new addition consisting of a new dining room, cocktail lounge and ladies lounge. Decor was directed by **Dorothy Draper** of New York City.

On January 24 the annual Presidents' night was held honoring the president pro tem and was also the official opening of the club's new facilities.



Ray E. Karr has been appointed manager of Westborough Country Club, St. Louis, and assumed his official duties on January 1.

Mr. Karr has been in the hotel business in St. Louis for the past 30 years, and resigned as executive director of the Pick-Melborne Hotel, where he had been for 11 years, to assume his Westborough post. At one time he was resident manager of the Coronado Hotel, St. Louis.



Earle and Aileen Mason have written that they have been appointed to manage the Richland Country Club, Olney, Ill.



Rising costs have caught up with The Family Club, San Francisco, which has announced that effective January 1 dues were increased \$2.50 per month plus taxes in order to help meet new wage rates that become effective February 1.



Morris L. Nettles, Jr., writes that since October 1 he has been manager of the Cartersville (Ga.) Country Club. Formerly he was manager of the University Yacht Club and prior to that was with the L & N Railroad Co.

His wife, **Frances**, will assist in the club's office and serve as hostess.



Autumn Langham

Mrs. Autumn Langham, who has been manager of the Trailsend Club, Dayton, Ohio, since November, writes that although the new club began as a predominantly men's club, a well-rounded family program is being planned. Included on the program are family dinners on Sundays, weekend family swims, bridge luncheons, special parties for children, and dances for the grown-ups.

Mrs. Langham, who has been in club work for 20 years, has been connected with the Officers Club at Wright-Patterson Air Force Base in Dayton, with the Miami Valley Golf Club, Dayton, and with clubs in Cleveland, Detroit and the East.



Raymond J. Kyber

On January 1 **Raymond J. Kyber** took over the responsibilities of manager of Norbeck Country Club, Rockville, Md. Formerly he was general manager of Bethlehem Steel's Sparrows Point Country Club, Baltimore, and the Bethesda (Md.) Country Club.

Prior to assuming managerial duties in clubs he was office manager-controller of Woodmont Country Club, Rockville, and the Chevy Chase (Md.) Club.



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With the construction of a new \$46 million dam in Waco, Tex., Ridgewood Country Club will lose six holes of its golf course, but will acquire land to reconstruct the lost holes, according to Manager Fred Cress. Also, an addition will be added to the clubhouse.

Mr. Cress reports that the water level of the lake that will be created by the dam is not known presently, but already plans are under way for the course reconstruction and building program which will result in Ridgewood having one of the finest clubhouses and golf courses in the Southwest. Two thirds of the golf holes will be along the new lake front which will lend an atmosphere similar to Pebble Beach in California.

The additional facilities will enable the club to open its membership, which has been filled for some time, and take in from 100 to 150 new members.



Colonial Country Club, Fort Worth, has appointed William Shepperd as assistant manager and Dennis Bailey steward.

H. Bertram Manning has announced his resignation as manager of the Country Club of Asheville, N. C. He did not announce his future plans.



Harry J. Fawcett, general manager of the Kansas City Club, Mo., has been elected to the board of directors of the Rotary Club of Kansas City. He also serves as chairman of the club's conference and convention committee.



The Union League of Philadelphia this year sent each member an "Engagement Book" which is sure to be saved because it contains historical illustrations telling the history of the League and of statues and paintings that are in the club.



Antelope Valley Country Club, North Hollywood, Calif., on January 1 became a private membership club. Since the clubhouse was opened in April, 1958, it had been operated as a public course. George Campbell is president of the 1600-member club.

One of the many clubs which has started a comprehensive remodeling program is the Coeur d'Alene Country Club, Hayden Lake, Idaho, also known as the Hayden Lake Golf Club.

Manager John R. Simmons sent us a brochure outlining the club's \$181,780 program, which includes a complete renewal of the club's first floor facilities, featuring a "Gourmets Gallery," modernization of the second floor residential rooms, and redesigning of the basement area. Also, seven guest rooms, lost in remodeling the clubhouse, will be built.



Jerry and Kay Beister have been appointed managers of the Union Country Club, New Philadelphia-Dover, Ohio, according to an announcement by the club's board of directors, and will assume their new duties on February 1.

Mr. and Mrs. Beister formerly managed the Country Club of Mexico, Mo., for eight years, and have just completed the Lewis Hotel School in Washington.



The Denver area will be the site of a lavish new country club, with emphasis on horses instead of golf. The clubhouse is being built just 25 minutes west of Denver and will contain spacious clubrooms with a huge fireplace, snack bar, locker and shower rooms, a tack room and veterinary laboratory. Special facilities for horses will even include a shower bath.

When completed the unit will be one of the largest private inside show and work horse arenas in the country, but will also include family recreational facilities, school for horsemen, pitch and putt course, swimming pool, tennis courts, skating rinks, skeet range and other outdoor facilities.

The club is part of an ultra exclusive \$10 million plus residential development in Paradise Hills Ranch being developed by Conrad R. Becker, Joe H. Dekker, Dr. Howard E. Lamb and Brig. Gen. Wayne O. Kester, retired.



Edwin E. Long writes that he has been appointed manager of Bel-Mar Country Club, Belvidere, Ill. For the past four years he managed Woodstock (Ill.) Country Club, and prior to that was assistant manager for six years and manager for three years of the Chicago North Elks Club.

Mr. Long is a member of the CMAA and the Chicago District Chapter.

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Dan J. Orr

Dan J. Orr, former manager of the Stafford (New York) Country Club, has been appointed manager of the Twin City Club, Winston-Salem, N. C. Prior to that he was with the Springdale Hall Club, Camden, S. C., and the Johnson City (Tenn.) Club.

Mr. Orr writes that the Twin City Club was organized in 1884 and its membership is made up of the aristocratic and founding families of Winston-Salem.



Miss Fran Rawlings has been appointed manager of the new Oaks Country Club, Beaumont, Tex., which opened January 15.

Miss Rawlings, a native Texan, has had experience in club and resort management. Following graduate work in restaurant and hotel management at the University of Houston, she managed Lost Valley Guest Ranch, and later worked for the manager of the International Club at the Shamrock-Hilton.



Andre J. Van Brabrant on January 15 assumed management of the Peninsular Club, Grand Rapids, Mich. He had been manager of Tuckaway Country Club, Milwaukee, for the past two years.

Before going to Tuckaway he managed the Wilmington (Del.) Country Club, where he was affectionately known as the "Du Pont" assistant manager, serving the 82 Du Pont families who are members of the club.



James A. Sherertz, who for the past 12 years was manager of the Creve Coeur Club, Peoria, Ill., announces that he has resigned his position. He has not announced future plans.

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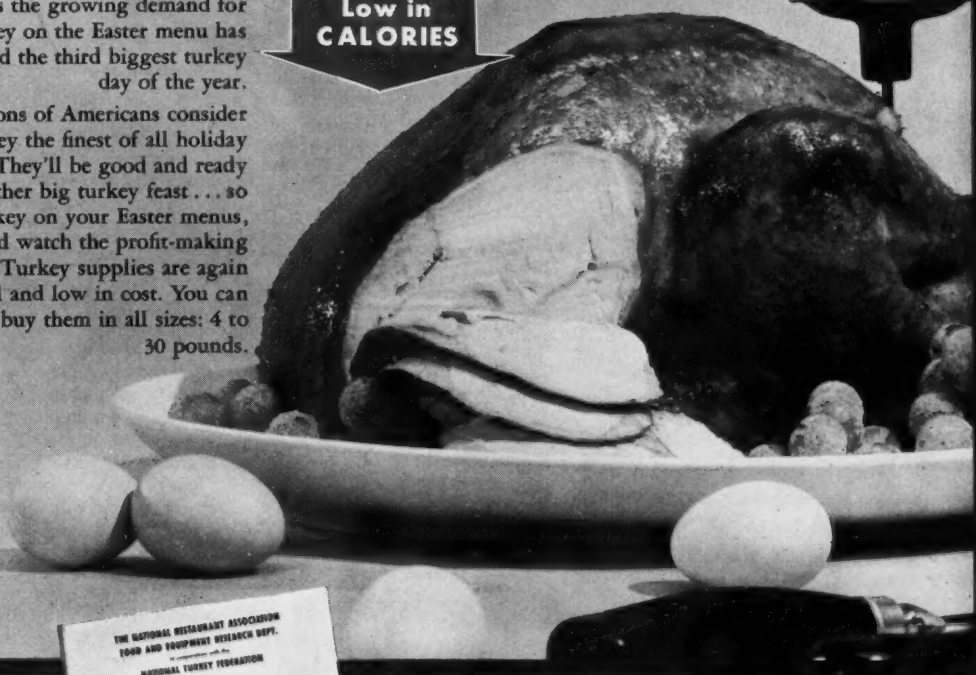
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President—W. J. Griffin, Brook Hollow C. C., Dallas.
Secretary-Treasurer—Henryetta Otis, Lakewood C. C., Dallas.
- TIDEWATER CHAPTER**
President—Meyer Jacobson, Suburban C. C., Portsmouth, Va.
Secretary—C. G. Coffey, C.P.O. Mess, Norfolk, Va.
- TOLEDO CHAPTER**
President—Lowell Hecht, Sylvania (O.) C. C.
Secretary-Treasurer—Thomas Webb, Gleggarry C. C., Holland, O.
- UPPER MIDWEST CHAPTER**
President—Stuart Johns, Minneapolis G. C.
Secretary—Gerald Horgen, Lafayette Club, Minneapolis.
- UTAH STATE CHAPTER**
President—George T. Snell, Ambassador Athletic Club, Salt Lake City.
Secretary—Jack A. Olson, University Club, Salt Lake City.
- VIRGINIA CHAPTER**
President—Robert Roper, C. C. of Virginia, Richmond.
Secretary—G. E. Leftwich, Jr., Downtown Club, Richmond.
- VOLUNTEER CHAPTER**
President—Walter E. Thomas, Colemere Club, Nashville, Tenn.
Secretary—Charles S. Wells, Brentwood C. C., Nashville.
- WEST VIRGINIA CHAPTER**
President—Robert B. Parker, Black Knight C. C., Beckley.
Secretary—C. P. White, White Oak C. C., Oakhill.

25 Year Club

Reported by Ferd L. Clemen,
Secretary

The 14th annual meeting of the Twenty-Five Year Club of the CMAA will be held in Houston during the annual conference, February 18-21.

The Twenty-Five Year Club is composed of managers who have been managers at the same club for 25 years or more. At the Houston meeting Robert Guynn, Sr., is to be elected to membership.

Members include Elvin G. Doolittle, Milwaukee Athletic Club; Frank Dowie, Sr., Des Moines Club; Gilbert Dupras, retired; James Finley, retired; MacArthur Gorton, retired; Eric deL. Greenwood, retired; George Healey, retired; Charles Herington, retired; C. W. Hitchcock, retired; Ernest W. Junker, Scarab Club, Detroit; L. Roy Leonard, Cuvier Press Club, Cincinnati; Raymond F. Lov-

ing, Farmington Country Club, Charlottesville, Va.; James A. MacGoogan, Youngstown (O.) Club; Albert E. Mathis, retired; Bruce Matthews, Grand Rapids, Mich.; Frank H. Rolfe, The Cincinnati Club; M. Dal Stauffer, Akron City Club; Harry S. Thompson, retired.

It is most important that we have a good attendance and it is hoped that all members of the Twenty-Five Year Club will make a special effort to be present at the meeting and election of officers.

News of the Chapters—

Connecticut Chapter

Reported by Leon J. Sherman

On Monday, December 1, 1958, at the Quinnipiac Club, New Haven, Conn., the Connecticut Club Managers' Association was host to a group of children from the Children's Center, Hamden, Conn. Following a dinner, the children were presented with gifts.

After the club managers' dinner, the regular meeting was called to order by President Walter J. Satterthwait, Jr. Each member present introduced himself and guests.

The speaker for the evening, Jesse Baldwin, director of the Minimum Wage Division in the state of Connecticut, addressed the group on the \$1 per hour minimum wage for restaurant employees, effective December 1, 1958. Mr. Baldwin explained in detail how the new rate came into being, and also answered questions relative to it. A copy of the new ruling will be mailed to each club manager of the Connecticut Association.

Fred Hollister, president of the Metropolitan Club Managers Association, invited the Connecticut group to the Seawane Harbor Club, Hewlett, Long Island, on Monday, December 8, 1958.

President Satterthwait urged as many as possible to attend the National CMAA Conference in Houston, Tex., February 18 to 21, 1959. The next regular scheduled meeting will be held in March, 1959. A rising vote of thanks was extended to Host Manager Walter J. Satterthwait, Jr., for a most enjoyable evening.

Evergreen Chapter

Reported by Carl Sander, President

The December meeting of the Evergreen Chapter was held Wednesday, December 17, 1958, at the Rainier Club.

President Carl Sander expressed appreciation to Charles Jones as host and manager of the Rainier Club for the outstanding cocktail party and excellent dinner. It has become a tradition to hold the Annual Christmas Party at the Rainier Club. He welcomed Colonel and Mrs.

CMAA
Chapter News Section

Joe Primeau, who after a stay of several years in Spokane, have returned to reside in Seattle. He introduced Miss Beth Honda, guest of Kaz Kimura. He read a letter received from Joe Bradley who was unable to be present and also regrets from Fred Heine and Bill Kirby of Vancouver, B. C. that they were unable to attend.

Because of the Christmas season only a few items were considered in the regular business session. Reading of the minutes of the previous meeting was dispensed with as all members have received copies and there were no corrections.

President Sander called attention to the regional meeting to be held on Friday, January 16, at the Waverley Country Club at which CMAA President Royce Chaney and Secretary-Treasurer, Kenneth Meisnest were to be present. The Oregon Chapter has extended invitations to the Evergreen Chapter and to the Inland Empire Chapter to attend this meeting.

President Sander called attention to the work shop series that is conducted by the National Organization during July or August. It was thought that the Evergreen Chapter could handle one of the work shops this year provided it did not conflict with the Seattle Seafair events. In order to get a more definite idea, a letter will be sent to the membership outlining the information received from the National and requesting an expression from the members of their wishes.

Attention was called to the National Conference to be held in Houston for three days—Thursday to Saturday included—(Feb. 19-21, 1959). At the present time it appears that ten members of the Evergreen Chapter plan to attend this conference and they will get together regarding travel arrangements.

On proper motion, Bob Bernnard was appointed as a delegate to the National Conference with instructions to vote for Mr. Meisnest for vice-president of the CMAA.

The business meeting was adjourned and the usual Christmas party and entertainment was enjoyed. Bob Hollister as Santa Claus distributed the Christmas gifts. Once again Jim Grant presented everyone in attendance with a beautifully wrapped package of his favorite product.

Jim Wilder provided the piano music which was enjoyed so much that it lasted until 10:30 p.m.

It was a most enjoyable evening.

St. Louis District

Reported by Opal Thomas,
Secretary-Treasurer

December 16 was the night of the St. Louis District's Christmas party at Al-



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CMAA Chapter News Section



St. Louis Chapter members at Algonquin Christmas party.

gonquin Golf Club with Mr. and Mrs. Christopher Murphy as hosts. Although most of the evening was devoted to a celebration of the Holiday Season, a short business meeting was held to elect new officers for 1959.

New chapter president is Thomas Spillane, assistant manager of the Missouri Athletic Club; vice president is Richard Immel, Sunset Country Club; second vice president, John A. Kane, Clayton Elks Club; and Mrs. Opal Thomas,

assistant manager of the Bath and Tennis Club, was reelected secretary-treasurer.

Thomas McGuffey, Missouri Athletic Club, was appointed delegate to the Houston CMAA conference, and Mr. Murphy will serve as alternate. Area of the Chapter was discussed and Paul Lampe, Norwood Hills Country Club, was given the job of surveying the district and setting up new boundaries.

Following an excellent dinner, featuring Beef a la Stroganoff, color slides of

pictures taken at previous meetings were shown by Walter Thomas of the Bath and Tennis Club.

On January 5 we met at the Missouri Athletic Club with Manager Thomas C. McGuffey as host. Following a delightful steak dinner, members adjourned to the club's Directors' Room where President Thomas C. Spillane, MAC assistant manager, conducted his first meeting.

Our newly-elected president appointed Paul Lampe, Norwood Hills Country Club, as chairman of the chapter's membership committee, and serving with him will be Chris Murphy of Algonquin Golf Club and Rene de la Torre of Bogey Golf Club. Chairman of the program committee will be Ray McGrath, University Club, who will have the help of Richard Immel of Sunset Country Club. Host manager for each meeting will also serve on this committee and will be responsible for arranging some sort of educational program.

Mr. McGrath volunteered to hold the March meeting at his club, following the Houston Conference.

The next two hours were devoted to an open discussion of club problems such as chapter membership and boundaries, club membership, taxes, service charge, etc. It was also suggested that occasional evening meetings be held at which there will be no food or beverage service.

Piedmont Chapter Plans

A Letter From the President
Ben Speide

Dear Members:

Sorry I'm late answering your letter of the 11th, however, I'm really "snowed" with Christmas parties (for which I'm thankful) and I am late with everything in the office.

We are not planning any drastic changes in the chapter meetings but we are going to ask the members to participate in an extra educational feature, to be run into the meetings between the business session and the luncheon on Mondays.

You have no doubt heard members say that they did not get anything out of the meetings. It is also, a very wise saying that you get out of something only what you put in.

We are thereafter, going to give the members a chance by asking them to present an educational feature of some kind. It can be a talk, read a paper, or present a demonstration on any kind of subject pertaining to club management.

For instance, Reggie Scott is starting it off at the next meeting by presenting a complete wine service demonstration. As you know Reggie is good at this, having been a wine steward in England before coming to this country.

If members feel that they are not



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CMAA Chapter News Section

qualified, this can be overcome by "Boning" one subject of their choice, for the three months between meetings.

If it works, and it will with cooperation of the members, we should be able to give to the members something of real value to take home each meeting.

Chicago Chapter

Reported by Ben Waskow,
Secretary-Treasurer

Roll call showed that all officers and directors were present at a January 9 meeting held at the University Club. Mention was made that this was the first time in many years that all officers and directors were present at a meeting.

It was moved by Ben Sheets; seconded by Al LaMonte, that the minutes of the annual meeting (sent to each member) be accepted.

The treasurer's report was accepted as read.

Al Ackerman moved that the interest received from Bell Savings and Loan Association (\$105) be redeposited to our account. This was seconded by Wayne Miller. The secretary was instructed to inform the bank as such.

A report of the Christmas party was given by Chairman Bud Matteson. Discussion ensued relative to a refund request by a member who did not attend but had made reservation. It was decided that all reservations, being of firm nature, and our organization being charged for same, reservations shall be paid by the individuals. Bud Matteson received a vote of thanks for a "job well done." A very successful party with fine attendance.

January 26 was selected as the next open meeting for members and their wives. This is a dinner meeting at a downtown club.

President Ernie Flaim read the letter from Al Deichler which had been mailed to each of our members, relating to itinerary of train travel to the convention. Discussion with intention of showing hospitality to the eastern group upon arrival in Chicago ended with the appointment of Al LaMonte and the help of Jerry Marlatt to secure a suite at the Lake Shore Athletic Club to welcome the group after their brunch at the Ambassador and before train time.

The secretary was instructed to send envelopes, addressographed, to C. McEvilly of the Ill. Cent. R. R. to forward train information and coordinate transportation for our members to convention.

The president selected the committees for the ensuing year as follows: Ben Sheets, chairman of education; Wayne Miller, chairman of by-laws with assistance of L. Milligan, P. Frederick and E. Woxberg; Al LaMonte, chairman, personnel relations; Al Ackerman, chairman,

hospitality and welfare; Tony Wayne, chairman, membership; Bud Matteson, chairman, entertainment, sports and pastime; Agnes Toner, chairman, publicity (also assist in education and the membership roster); Austin Steeves, chairman of stag with assistance of Wayne Miller; Jerry Marlatt, chairman of transportation to convention; Messrs. Wayne, Waldruff, Waskow, finance.

Monday, April 20, 1959 was selected as the date of the Annual Stag.

The possibility of an increase in dues was brought up, but, after some discussion it was tabled for a future meeting.

Ohio Valley Chapter

Reported by Charles Menges

Our annual Louisville meeting was held on Sunday and Monday, January 11 and 12, with approximately 100 members, wives and guests present for what turned out to be an outstanding, enjoyable and educational meeting.

Sunday evening Tom Slaughter and the Standard Country Club were hosts for registration, cocktails and dinner featuring music and dancing.

Monday morning we met at Big Springs Golf Club, where our host was John Peterson. Our business meeting was

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CMAA Chapter News Section

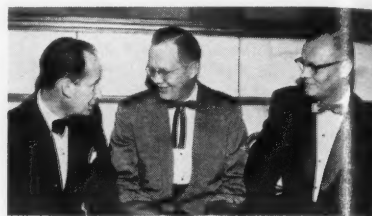


MILE HIGH CHAPTER: Club managers of the Mile High Chapter relax after the big Christmas rush at their annual after-Christmas dinner dance, held at the Brown Palace Hotel in Denver on January 5. The evening included a refreshment hour, dinner and dancing.

devoted to the discussion of ideas suggested by the national association such as chapter boundaries, insurance, etc. Two new members were elected: Guenter Irmscher, Madison (Ind.) Country Club, and H. J. MacNeil, Evansville (Ind.) Country Club. Featured luncheon speaker was Dr. K. P. Vinsel, executive secretary of the Louisville Chamber of

Commerce, who talked about club managers, the job they must perform, and also told about the great industrial potential of the Ohio Valley. Following lunch we were given a guided tour of the Brown-Forman Distillery.

Monday evening we met at the Pendennis Club, where Manager Graham Wright had arranged a perfect dinner



MILE HIGH CHAPTER: Officers of the chapter, from the left: Paul Rubben, Cheyenne Mountain Country Club, vice president; Horace Duncan, Cherry Hills Country Club, president; and Finn Petersen, The Petroleum Club, secretary-treasurer.

and evening, featuring dancing until the wee hours. Guests for the evening were presidents of Louisville clubs.

Twenty-fifth anniversary plans are being made by our chapter, which was organized 25 years ago this coming October. Tentative plans call for an October meeting in Cincinnati, where our members held their first meeting. The May meeting will be held in Indianapolis, probably on the weekend of the 17th and 18th. Our August meeting date is open.

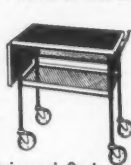
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CMAA Chapter News Section

Southern California Chapter Metropolitan Chapter

Reported by Glenn R. Brown,
Secretary-Treasurer

As this issue goes to press a meeting of the Club Managers' Association of Southern California is scheduled for January 27 at the University Club of Los Angeles with Charles E. Bray as host.

Program Chairman Gene Seeber arranged for a very interesting speaker, D. K. Brown, special agent of the Los Angeles office of the Federal Bureau of Investigation, speaking on a number of topics concerning enforcement, investigation and protection as it pertains to clubs. He was to cover such subjects as the screening of prospective employees, the cashing of checks and the problem of dealing with strangers.

At a meeting of a nominating committee appointed by President Seeger, consisting of Thomas B. Burness, chairman, Howard Montgomery, and Charles E. Errington, the following slate of officers was proposed: Emil Lepp, president; Glenn Brown, vice president; Henri Tubach, secretary-treasurer; and Ashton Castle, Louis Ruff, Frank Sherwood and Sherman Campbell, directors.

Reported by Henry C. Piper,
Secretary

At a meeting held December 8, 1958, at the Seawane Harbor Club—the president had received Ballot No. 13 from National Headquarters, which Ballot indicates that we still are behind Texas in Membership. The president had also received a complimentary letter from our national secretary re the widespread publicity our Pelham Meeting had throughout the county, thanks to the Macy chain of newspapers.

Adolph Koenig forwarded a short note as follows: "Here is my little contribution for the Children's Christmas Party. Hope it will be a huge success. Greetings and Best Wishes to all Colleagues. Cordially yours, Adolph."

This token of Adolph Koenig's wonderful spirit caused many comments, and the floor unanimously decided to send a suitable Christmas Gift to Adolph.

A letter from our National President Royce Chaney referred to the selection of matters to be discussed at the Houston meeting of chapter presidents and regional directors.

In this connection, the assembly em-

powered our president as delegate, to propose or recommend the following:

1. To eliminate "assistants" as members. Under the present ruling, an assistant in a larger club could be admitted as a "Resident Manager." Our organization should be composed of managers only; some "assistants" do actually work as headwaiters, etc., etc.

2. Local chapter's membership application could be made more applicable to a particular local chapter's conditions.

3. Regional directors should have their duties spelled out and given definite assignments for the benefit of the respective region, thereby molding a greater national organization from the local level up.

4. Give CMAA thoughts on scholarships.

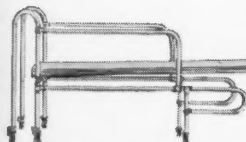
5. That in view of past year's experience as to cooperation between the USGA and the CMAA, greater cooperation be recommended between the two bodies, while greater collaboration be promoted between managers, pros, and golf course superintendents.

6. Make Fred H. Bernet an honorary member in recognition of his many years of loyal and devoted service to the organization, particularly during its growing pains.

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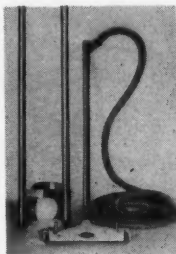
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CMAA Makes Revealing Club Study

686 Clubs Give Facts and Figures On Dues, Food and Beverage Sales

By Edward Lyon

Executive Secretary
Club Managers Association of America

A RECENT study of 686 member clubs made by the Club Managers Association of America reveals that a combined total of these clubs' 567,200 members paid \$82,200,000 in dues and spent \$137,100,000 for food and beverages during the past twelve months.

In mid-June our members were mailed a questionnaire and 701 clubs replied, of which 686 replies were used for this study. Of these clubs, 57 per cent represented country clubs, about 36 per cent city clubs (city, university, fraternal, athletic, luncheon and women's), 3 per cent yacht clubs, 3 per cent military clubs, and miscellaneous 1 per cent.

In the following study the term "Country Clubs" includes all clubs that offer outdoor sports, such as beach, tennis, yacht, hunting, fishing, etc., and under "Town Clubs" are all other categories such as athletic, uni-

versity, luncheon, women's, fraternal and so on.

The survey asked for generalizations only. "Memberships" include all types, not just resident members. "Annual Dues" include assessments, if any, but not taxes or initiation fees. "Food and Beverage Sales" are combined into one figure, which accounts for discrepancies in areas where clubs may have a bottle setup, or no liquor sales.

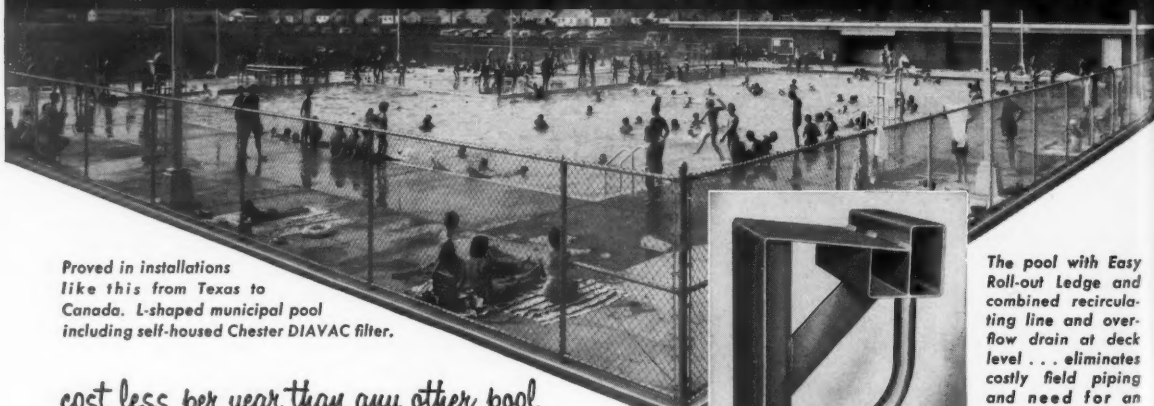
Because of the wide variations among clubs seemingly the same size, our returns were analyzed from three different viewpoints: size of membership, dues volume, and sales volume. Thus, you may determine how your club ranks with others in your area from each of these approaches.

(In the following tables M is the symbol denoting thousand, and dues and food and beverage sales are in dollars.)

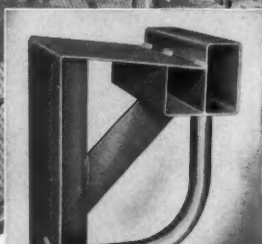
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TABLE "A"

Analyses for Northeastern Clubs

(Comprising states of: Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, Pennsylvania, and New Jersey)

Country Clubs	Total Members	Total Dues	Fd. & Bvg. Sales	Meals Served	Per Cent
Size of Membership					
Under 400	—	83M	121M	27M	27.0
400-600	—	114M	129M	38M	44.0
Over 600	—	182M	228M	58M	29.0
Dues Volume					
Under \$60M	385	—	97M	27M	14.0
\$60-150M	440	—	157M	34M	53.0
Over \$150M	650	—	320M	51M	33.0
Sales Volume					
Under \$100M	370	67M	—	14M	20.2
\$100M-200M	505	114M	—	38M	49.4
Over \$200M	630	170M	—	58M	30.3
Town Clubs					
Size of Membership					
Under 600	—	69M	153M	37M	31.1
600-2000	—	181M	299M	69M	45.9
Over 2000	—	218M	700M	202M	23.0
Dues Volume					
Under \$60M	640	—	125M	36M	23.0
\$60M-200M	650	—	245M	56M	39.3
Over \$200M	2190	—	490M	123M	37.7
Sales Volume					
Under \$100M	580	50M	—	18M	8.3
\$100M-300M	630	91M	—	47M	49.4
Over \$300M	1980	235M	—	126M	42.3

TABLE "B"

Analyses for North Central Clubs

(Comprising states of: Illinois, Indiana, Michigan, Ohio, Wisconsin, Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota)

Country Clubs	Total Members	Total Dues	Fd. & Bvg. Sales	Meals Served	Per Cent
Size of Membership					
Under 400	—	84M	132M	31M	43.3
400-600	—	132M	193M	50M	41.1
Over 600	—	155M	241M	58M	15.6
Annual Dues Volume					
Under \$60M	350	—	114M	26M	23.9
\$60M-150M	460	—	148M	41M	48.6
Over \$150M	520	—	255M	58M	27.5
Sales Volume					
Under \$100M	372	63M	—	21M	26.2
\$100M-200M	428	105M	—	37M	45.8
Over \$200M	545	178M	—	69M	28.0
Town Clubs					
Size of Membership					
Under 600	—	61M	98M	38M	19.5
600-2000	—	116M	262M	84M	62.4
Over 2000	—	245M	537M	222M	18.1
Annual Dues Volume					
Under \$60M	840	—	103M	29M	36.1
\$60M-200M	920	—	197M	66M	33.3
Over \$200M	2000	—	522M	176M	30.6
Annual Sales Volume					
Under \$100M	730	42M	—	24M	23.4
\$100M-300M	1540	67M	—	58M	40.6
Over \$300M	1840	252M	—	171M	36.0



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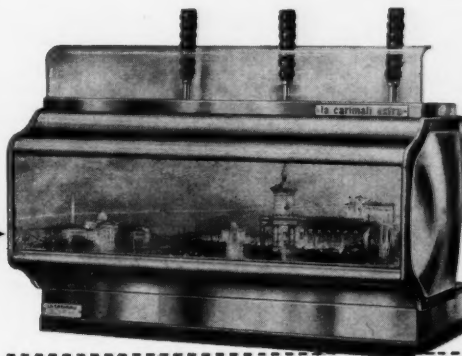
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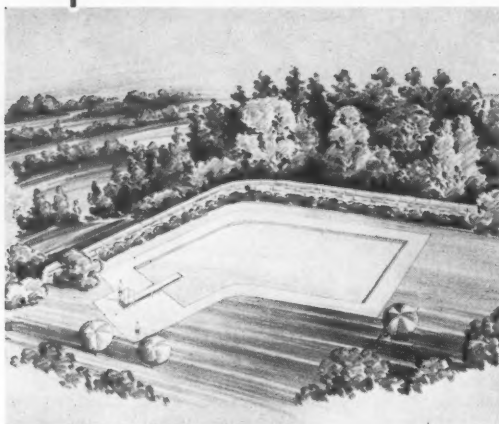
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Southland Pool and Engineering Co.

Engineering  Construction

3240 Peachtree Rd., N. W., Atlanta, Georgia

TABLE "C"

Analyses for Southern Clubs

(Comprising states of: Delaware, D. C., Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia, Alabama, Kentucky, Mississippi, Tennessee, Arkansas, Louisiana, Oklahoma, Texas)

Country Clubs	Total Members	Total Dues	Fd. & Bvg. Sales	Meals Served	Per Cent
Size of Membership					
Under 400	—	53M	80M	22M	27.8
400-600	—	101M	116M	33M	24.8
Over 600	—	167M	259M	86M	47.4
Annual Dues Volume					
Under \$60M	390	—	83M	21M	28.8
\$60M-150M	550	—	134M	44M	39.2
Over \$150M	970	—	260M	84M	32.0
Annual Sales Volume					
Under \$100M	373	57M	—	18M	37.2
\$100M-200M	736	118M	—	51M	31.4
Over \$200M	1165	198M	—	93M	31.4
Town Clubs					
Size of Membership					
Under 600	—	51M	116M	27M	39.5
600-2000	—	100M	162M	60M	48.0
Over 2000	—	229M	483M	172M	12.5
Annual Dues Volume					
Under \$60M	690	—	79M	21M	41.7
\$60M-200M	760	—	130M	50M	33.3
Over \$200M	2130	—	375M	120M	25.0
Annual Sales Volume					
Under \$100M	780	39M	—	27M	40.1
\$100M-300M	1050	97M	—	58M	45.5
Over \$300M	2270	242M	—	157M	14.4

TABLE "D"

Analyses for Western Clubs

(Comprising states of: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming, California, Oregon, and Washington)

Country Clubs	Total Members	Total Dues	Fd. & Bvg. Sales	Meals Served	Per Cent
Size of Membership					
Under 400	—	71M	109M	32M	25.4
400-600	—	150M	203M	56M	38.2
Over 600	—	159M	240M	70M	36.4
Annual Dues Volume					
Under \$60M	281	—	71M	17M	12.7
\$60M-150M	492	—	178M	49M	56.5
Over \$200M	632	—	250M	69M	30.8
Annual Sales Volume					
Under \$100M	344	59M	—	18M	16.7
\$100M-200M	511	104M	—	44M	40.0
Over \$200M	628	168M	—	76M	43.3
Town Clubs					
Size of Membership					
Under 600	—	52M	95M	31M	43.2
600-2000	—	119M	214M	76M	29.7
Over 2000	—	117M	200M	67M	27.1
Annual Dues Volume					
Under \$60M	520	—	89M	28M	40.7
\$60M-200M	1340	—	198M	65M	43.2
Over \$200M	2000	—	442M	154M	16.1
Annual Sales Volume					
Under \$100M	400	42M	—	21M	33.3
\$100M-300M	1760	80M	—	56M	53.2
Over \$300M	2000	279M	—	190M	13.5

Diverse as these operations are, it is still possible to determine averages. They are only statistics—no one club matches them exactly. But it is interesting to discover what "the average club" of each type is doing in each area. A glance at Table "E" will show you.

TABLE "E"

Nationwide Averages for Various Type Clubs

Country Clubs	Total Members	Total Dues	Fd. & Bvg. Sales	Meals Served	Per Cent
Northeast	517	122M	170M	40M	25.9
North Central	461	110M	170M	43M	34.6
South	710	116M	164M	50M	25.2
West	586	128M	194M	53M	14.3
National Average	557	118M	173M	45M	100.0

Town Clubs

Northeast	1175	149M	310M	79M	28.0
North Central	1267	125M	273M	94M	33.1
South	1212	96M	173M	59M	22.1
West	1443	119M	195M	63M	16.8

National Average	1288	122M	247M	76M	100.0
------------------	------	------	------	-----	-------

Athletic	2900	353M	670M	246M	
Fraternal	1980	31M	129M	34M	
Luncheon	850	117M	295M	95M	
Military	2550	60M	350M	105M	
University	1260	104M	263M	83M	
Women's	1040	79M	86M	36M	
Yacht & Beach	640	74M	146M	47M	

What of the member himself—the man whose collective desire or recreation and relaxation, in pleasurable surroundings, makes our field of endeavor possible? What does he pay per year in dues? How much does he spend for food and refreshment? How frequently does he eat or entertain at his club?

The following table indicates previous averages as they pertain to the member as an individual, rather than to the club as a whole.

TABLE "F"

Study on a Per-Member Basis

Country Clubs	Dues	Fd. & Bvg. Sales	Meals	Avg. F&B Sales
				Per Cover
Northeast	\$236	\$329	77	\$4.25
North Central	239	368	93	3.95
South	163	231	70	3.28
West	218	331	91	3.66
Nationwide	212	311	81	3.84

Town Clubs

Northeast	127	264	67	3.93
North Central	99	216	74	2.91
South	80	143	49	2.93
West	83	135	44	3.09
Nationwide	95	192	59	3.24

Total Figures for Memberships, Dues, Food and Beverage Sales, Covers Served for 686 Country and Town Clubs.

Type Club & Section	Clubs	Member-ship	Annual Dues	F. & B. Sales	No. Served
Country					
Northeast	108	55,800	\$13,200,000	\$18,500,000	4,300,000
No. Central	140	64,500	15,400,000	23,800,000	6,100,000
South	112	79,500	13,000,000	18,400,000	5,600,000
West	66	38,700	8,500,000	12,900,000	3,400,000
Total	426	238,500	50,100,000	73,600,000	19,400,000

Write advertisers you saw it in CLUB MANAGEMENT: FEBRUARY, 1959

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Signed _____

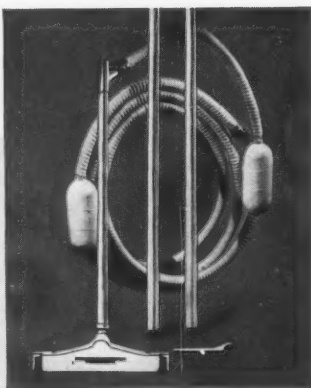
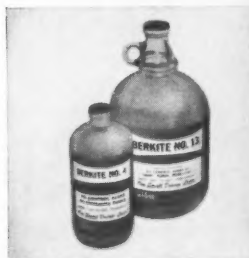
Title _____

Club Name _____

Address _____

Ship: ☐ COD ☐ Check Enclosed ☐ Open Account

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Town					
Northeast	66	77,500	9,800,000	20,500,000	5,200,000
No. Central	83	105,000	10,400,000	22,600,000	7,800,000
South	61	74,000	5,900,000	10,600,000	3,600,000
West	50	72,200	6,000,000	9,800,000	3,200,000
Total	260	328,700	32,100,000	63,500,000	19,800,000
Combined					
Northeast	174	133,300	23,000,000	39,000,000	9,500,000
No. Central	223	169,500	25,800,000	46,400,000	13,900,000
South	173	153,500	18,900,000	29,000,000	9,200,000
West	116	110,900	14,500,000	22,700,000	6,600,000
GRAND TOTAL	686	567,200	82,200,000	137,100,000	39,200,000

Let's Compare Menus

WAYZATA COUNTRY CLUB Wayzata, Minn.

Suggestions a la Carte prepared to order

Hors d'Oeuvres

Fresh Shrimp Cocktail Supreme	1.00
Maine Lobster Cocktail	1.25
Oysters On The Half Shell (6) In Season	1.25
Geisha Lump Crabmeat Supreme	1.00
Herring In Sour Cream Sauce	.45
Mushroom Caps Saute In Sherry Butter	.60
Stuffed Celery	.50
Cherry Stone Clams (6)	1.00
Fresh Fruit Cocktail Supreme Aux Kirsch	.75
Anchovie Canape	.75
Caviar Canape (Imported Green Seal)	2.00
Sardine Canape	.75
Tomato Juice Cocktail	.25
Concord Grape Juice	.30

Soups

Hot Consomme With Sherry	.25
Hot or Cold Vichyssoise	.30
Soup Du Jour	.25
Green Turtle Soup Aux Cedric	.45
French Onion Soup Au-Gratin	.30
Essence Of Tomato And Clam Broth Chantilly	.30

Fish and Seafoods From the Grill

Broiled Live Maine Lobster (When Available)	4.50
Grilled Lobster Tails, Lemon Butter	2.75
Fried Deep Sea Scallops, Tartar Sauce	2.50
Crabmeat Au-Gratin En Coquille	2.50
Wisconsin Brook Trout Saute Amadine	2.25
Cold or Hot Dungeness Hard Shell Crab	2.75
Seafood Platter, Lobster Tail, Shrimps, Scallops, Crabmeat	3.50
Red Snapper Saute Beurre Noir	2.75
Broiled Swordfish Steak, Lemon Butter	2.75
French Fried Shrimp (8) Tartar Sauce	2.50
Halibut Steak—Chef's Style	2.50
Oyster Rockefeller or Casino or Baltimore (In Season)	2.25
Filet Minnesota Wall-Eyed-Pike—Saute Meuniere	2.50
Fried Soft Shell Crabs	2.75

Steaks—Meats and Fowl

Aged New York Sirloin Steak—Mushrooms	
For (1)	4.25
For (2)	8.50
For (4)	17.00
Prime Ribs Of Beef, Natural Gravy	3.25
Choice Filet Mignon—Mushroom Caps	4.25
Chateaubriand, Aux Champignons With Mushrooms	
For (1)	5.00
For (2)	10.00
Premium Ham Steak—Broiled Pineapple	2.50
Broiled Double French Lamb Chops—Rasher Bacon Maitre D'Hotel	3.75
Ground Sirloin Steak—Onion Rings—Mushroom Sauce	2.25
Center Cut Pork Chops—Applesauce	2.50
Breast Of Chicken a la Kiev	2.50
Broiled Or Sauted Half Chicken	
Peach With Cranberry Sauce	2.75

Charcoal Broast Of Chicken On Ham And	
Toast With Mushroom Sauce	3.50
Calves Liver And Rasher Of Bacon	2.50

Vegetables and Potatoes

Cauliflower Polonaise45	Grilled Tomato Duxelle ..	.30
Broccoli Hollandaise45	New Peas Au Burre30
Carrots Vichy30	French Fried Onion Rings ..	.45
Au-Gratin Potatoes35	Parsley Buttered Potatoes ..	.30
Hashed Browned Potatoes ..	.30	French Fried Potatoes30
Cottage Fried Potatoes35		

Salads

Chef's Salad Bowl	1.35	Fresh Fruit Salad35
Russian Salad	1.25	Shrimp Salad	2.25
Cesar Salad	1.25	Chicken Salad	1.75
Tossed Wayzata Country ..		Lobster Salad	2.50
Club Salad Bowl40	Crabmeat Salad	2.00
(Choice of Dressings)			

Desserts

Choice Of Ice Creams	25
Sherbets	20
Pie Of The Day	30
Sundaes	40
Fruit Cup	30
Camembert Cheese—Toasted Crackers—Apple Slice ..	40
Cream Cheese With Lingonberries	45
American—Roquefort—Cheddar	40
Flaming Cherries Jubilee	1.00
Baked Alaska75

\$1.85

Country Fried Chicken, Pan Gravy	New Peas
Whipped Potatoes	Hot Biscuits - Jelly
	Tossed Salad
Ice Cream - Wafers	Coffee

Federal Tax Calendar for Clubs

Prepared by Horwath & Horwath

February, 1959

- 15—Withholding tax and Federal Insurance Contributions Act taxes: The sum of tax withheld from wages during January, 1959 and employer tax and employee tax under the Federal Insurance Contributions Act for January, 1959, if more than \$100, payable to an authorized depository. Return on Form 450.

Exempt corporations: Information return on Form 990 or 990-A due from certain exempt corporations with accounting periods ended September 30, 1958.

- 28—Information returns: Annual report, Form 1099, of payments of interest, rents, etc. due.

Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions, and other excise taxes for January, 1959, if more than \$100, payable to an authorized depository. Return on Form 537.

March, 1959

- 15—Withholding tax and Federal Insurance Contributions Act taxes: The sum of tax withheld from wages during February, 1959, and employee tax and employer tax under the Federal Insurance Contributions Act for February, 1959, if more than \$100, payable to an authorized depository. Return on Form 450.

Exempt corporations: Information return on Form 990 or 990-A due from certain exempt corporations with accounting periods ended October 31, 1958.

- 31—Excise taxes: Tax on membership dues, initiation, transfer and assessment fees, admissions, and other excise taxes for February, 1959, if more than \$100, payable to an authorized depository. Return on Form 537.

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No. 1956
22" x 20" x 6½". Serves as bottom for double width series. Can also be used as a roast pan. \$19.40

No. 1951
22" x 20" x 1¼". Serves as cover for No. 1956. Can also be used as a bun pan. \$6.90

No. 1952
22" x 20" x 2¼". Serves as cover for No. 1956, or can be used as a bake pan. \$11.00

No. 1953
22" x 20" x 3¼". Cover for No. 1956. Can also be used as a roast pan. \$12.05

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No. 1905 Upper pan. 10½" x 19¼" x 5". Can also be used as a roast pan. \$10.25

No. 1906 Lower pan. 11½" x 20" x 5". Serves as bottom for single width series. Can also be used as a roast pan. \$10.25

No. 1903
10½" x 19¼" x 3¼". Serves as cover for No. 1906. Also serves as a roast pan. \$7.85

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Clubs Feature Variety Of Lenten Dishes

WITH the coming of the Lenten season, clubs throughout the country are featuring a variety of cheese and seafood dishes which have special appeal for their members. Here are several recipes that have proved popular.



Shrimp Association Photo

Popular with club members are shrimp salad rolls.

Ramequins au Fromage, Emental or Diva

(Serves 20)

- 2½ lbs. grated Casino Brand Swiss cheese
- 2½ lbs. grated Kraft Tillamook (natural cheddar)
- 1 gal. Bechamel sauce (heavy)
- ¼ bottle steak sauce
- Salt, pepper, cayenne pepper
- ½ pt. of cream and 4 egg yolks as a liaison
- 1 qt. Mornay sauce for center topping
- 1 5" round cover of pie crust baked crisp, cut in half for butterfly effect for each ramekin

Melt cheese in the Bechamel sauce till bubbling. Add seasonings and the liaison of cream and egg yolks. Pour into individual casseroles as required and then put into the oven until piping hot and bubbling. The rounds of pie crust or French pastry are cut in half, and two are inserted for butterfly effect. Garnish with Mornay sauce and paprika to complete the "butterfly."



Kraft Foods Photo

Fruit bowl and cheese board adds sparkle to club dining during the Lenten season, also offer appealing and simple dessert service.

Spinach Timbales

Portion Size: No. 12 scoop

Ingredients	25 portions	50 portions
Milk	2 cups	1 qt.
Cheese, Cheddar, grated	12 oz.	1½ lb.
Salt	¼ tsp.	½ tsp.

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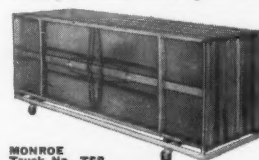


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Monroe Folding Tables, rigidly built yet very attractive, are designed for institutional use. May be used with or without table cloths, as desired. Also available in Formica and Ormocal special color and pattern types. Write for catalog with direct factory prices and discounts to industry, religious and educational institutions, clubs, lodges, etc.

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Transport and store your folding tables and chairs the easy,



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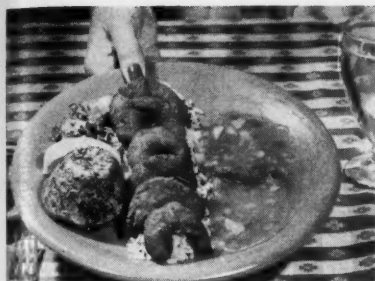
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Complete Line of Folding Chairs

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Kraft Foods Photo

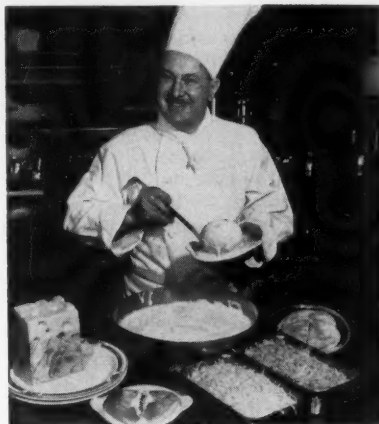
Spinach timbales add novelty to Lenten dinner of French fried shrimp on steamed rice. Fruit sauce—such as thickened pineapple flavored with candied ginger, sweet pickle and sherry—or other sauces can be used to give variety to this feature.

Egg yolks	¾ cup	1½ cups
Spinach, chopped, cooked	2 lb. 6 oz.	4 lb. 12 oz.
Bread crumbs, dry	5 oz.	10 oz.
Egg whites	2¼ cups	4½ cups

Scald the milk and pour over cheese and salt.

When well blended, add beaten egg yolks, drained chopped spinach, and dry crumbs.

Fold in stiffly beaten egg whites. Use rounded No. 12 scoop and put into greased custard cups. Steam in steamer for 12 minutes or until firm.



Kraft Foods Photo

Ramequins au Fromage is a gourmet cheese dish for Lenten luncheons, evening or party service. Natural Swiss and Cheddar are blended for its unique flavor, with French pastry top cut butterfly-style for eye appeal.

Shrimp Salad Rolls

(25 servings—No. 16 scoop of salad and 1 roll per portion)

- 2 lbs. cleaned, cooked shrimp
- 1 cup diced celery
- 1 cup chopped cucumber
- 1 cup shredded lettuce and watercress, mixed
- 4 tsp. finely chopped onion
- 1 cup mayonnaise
- 3 tbs. lemon juice
- 2½ tsp. salt
- ¾ tsp. pepper
- 25 frankfurter rolls

Reserve a few whole shrimp for garnishing. Chop remaining shrimp. Combine with vegetables, mayonnaise and seasonings. Mix thoroughly. Cut rolls lengthwise, about ¾ of the way through. Remove a small portion of the lower half of each (save crumbs for other uses). Place one No. 16 scoop of salad in each roll and spread evenly. Garnish with whole shrimp.

Regional Meetings

H. J. Heinz Co. scheduled four regional sales meetings breaking a 70-year tradition of annual sales conventions at company headquarters. Meetings were held last month at Pittsburgh, New York, Chicago and San Francisco.



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(No. 576 arm chair to match)

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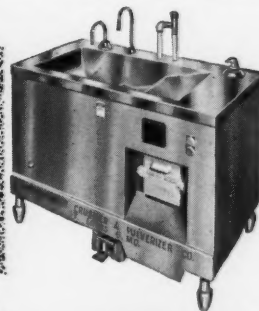
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Swim Pool Roundup

(Continued from page 15)

their off time. The care and maintenance of the pool and all pool employees are under my supervision.

We operate a snack bar for the convenience of the swimmers and last year had quite a profitable operation in spite of our short season (Louisville had cold weather all through June). We have night swimming parties about once a month with at least two for the teenage group. These events, together with swimming meets with other clubs, result in several hundred dollars extra income.

River Road is a family club and during the summer the pool is the focal point of family activity. We do feel that in spite of a possible minus operation financially our pool is indispensable. I personally think that any country club trying to draw activity from all age groups will find a pool the best asset it has.

A Pool Is a Necessity

Thomas D. Hackett, Manager

St. Louis Country Club
St. Louis

WE consider our swimming pool a

necessity, and after schools are out for the summer it is always packed with from 100 to 150 persons a day.

Our pool supervisor is Phil Moriarty, now head swimming coach at Yale University, but for 25 years diving coach, and under him a variety of events are programmed to stimulate the interest of our members in pool activities. Various clinics are held, movies of outstanding divers are shown, and films of various members of the Yale swimming team are projected in order for our swimmers to study correct form. Meets are scheduled with area clubs. Special pool exhibitions are followed by dancing. Post cards are used to promote member-use of the pool.

Mr. Moriarty each summer brings with him two Yale students, members of the school's swimming team, who are given the responsibility of seeing to pool maintenance. It is their job to clean and vacuum and remove leaves from the pool area each morning. They also check the mechanical equipment to see that it is functioning correctly, and also our cooling system which maintains pool water temperature between 68 and 72 degrees. While the pool is open they serve as guards. For these duties they are paid \$200 a month plus room and board. In addition, it gives them an

opportunity to receive summer training and coaching under Coach Moriarty. Total annual pool maintenance, including wages, water, etc., costs \$7000.

All lessons are given by Mr. Moriarty, both group lessons and individual lessons when requested. Pool fees are \$1.00 weekdays and \$1.50 Saturday, Sunday and holidays.

Although our fully tiled pool was built about 25 years ago, it still is in fine condition. Originally it cost \$35,000 and it is estimated that replacement today would run approximately \$80,000.

Pool Definite Asset to Dining Room

John Bowden, Manager

Anderson Country Club, Inc.
Anderson, Indiana

OUR pool was built four years ago at a cost of \$37,500. It is 35 by 75 feet in size and requires a \$3500 yearly maintenance operation. We have four employees and the pool is under the direct supervision of a pool manager, who in winter is a physical education instructor at the local high school.

Our pool has increased our club membership, created better rela-



TOWNSEND

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#9114—14' length, \$270
#9116—16' length, \$290

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All aluminum and stainless steel construction. Outlasts all ordinary boards!



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tions between Mom and Dad (when he wants to play golf on weekends) and is definitely an asset to our dining room at both noon luncheons and evening dinners.

We have inter-club swim meets, competing with other clubs in our part of the state, every two weeks, for all age groups. We also have two water shows each year, using talent from nearby cities. Our over-all analysis of the pool is that it has proved very beneficial to the club.

Considering Building 2nd Pool for Adults Only

J. E. Cates, Manager

East Ridge Country Club
Shreveport, Louisiana

OUR pool, the replacement cost of which is about \$50,000, is built in a fan shape, 25 feet at the deep end, 65 feet wide at the shallow end and 85 feet long. In addition there is a wading pool for the children, a miniature duplication of the fan-shaped adult pool.

We have had a peak load of 500 people on holidays and this is too many for the size of our pool. The club is considering at a future date the construction of another pool between the clubhouse and golf cen-

ter which will be for adults only.

The pool, which was opened in September, 1956, has a heating system so that if it was enclosed it could be used year-around. As yet we have not done this.

We employ a pool manager, two senior guards and one junior guard. The snack bar, which has a daily business during the season of about \$70, has a grill cook and we use two waitresses.

The club charges a guest fee of 50 cents per day, \$1 on Saturdays, Sundays and holidays, and last year our guest fees amounted to \$3000. The biggest disadvantage to our pool is that there is no shade near it. In the future we hope to plant trees not too close to the pool on the south and west sides.

Pool Boosts Food Business \$9000 During Season

Charles Fatino, Manager

Milburn Golf and Country Club
Overland Park, Kansas

OUR pool's original cost was \$58,000 and the replacement cost today (seven years later) would be about \$85,000. Our yearly maintenance cost is \$9000 and the pool is under my direct supervision; I purchase the sup-

plies and equipment. This spring we plan to make repairs on the pool such as repainting it and replacing filters which will cost about \$1500.

The pool is Olympic-size, 82 by 40 feet, and handles 18,000 swimmers in a three-month period. There are nine employees connected with it.

I would say that the chief advantage of a pool is to make the club more of a family affair (country clubs are not just for golf anymore). The pool does boost the restaurant business for three months a year—approximately \$9000.

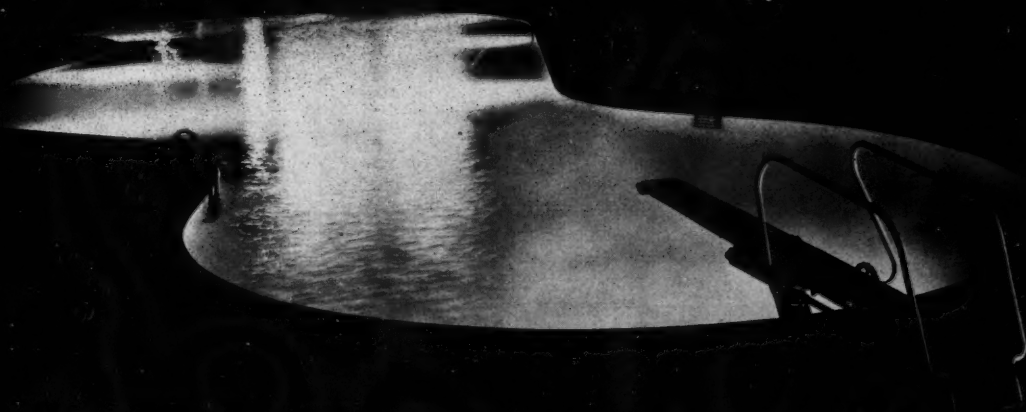
We have special events to promote the use of the pool and to promote competition among the swimmers. This includes swimming meets and shows.

Good Liquor Year Forecast

A good year for the economy of the nation and for the distilled spirits industry has been forecast for 1959 by George Garvin Brown, president of Brown-Forman Distillers Corp., Louisville.

Mr. Brown also predicted, in a year-end review statement that straight whiskies would overtake spirit blends during the coming year and would take the leadership in domestic whiskey bottlings.

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Clarification Ruling

(Continued from page 20)

or other fees paid for club support or as an increase in the club's assets which would be distributable to members upon the dissolution of the club.

However, this is not to say that a club will necessarily lose its exemption if it derives income from transactions with other than its bona fide members and their guests. A club will not be denied exemption merely because it receives income from the general public, that is, persons other than members and their bona fide guests, or because the general public on occasion is permitted to participate in its affairs, provided such participation is incidental to and in furtherance of its general club purposes and it may not be said that income therefrom is inuring to members. This is generally true where the receipts from nonmembers are no more than enough to pay their share of the expense. *Barstow Rodeo and Riding Club, Inc. v. Commissioner*, Tax Court Memorandum Opinion entered November 30, 1953. Where, however, a club makes its facilities open to the general public and the purpose is to increase its funds for enlarging its club facilities or for otherwise benefiting its members, it is evident that it is not operating as an exempt social club within the intentment of Section 501(c)(7) of the Code. *Jockey Club v. Helvering*, 76 Fed. (2d) 597; *Aviation Club of Utah v. Commissioner*, 162 Fed. (2d) 984. Compare *West Side Tennis Club v. Commissioner*, 111 Fed. (2d) 6, certiorari denied, 311 U. S. 674.

Similarly, where a club engages in income producing transactions which are not a part of the club purposes, exemption will not be denied because of incidental, trivial or nonrecurrent activities such as sales of property no longer adapted to club purposes. *Santee Club v. White*, 87 Fed. (2d) 5. But in order to retain exemption a club must not enter into outside activities with the purpose of deriving profit. Section 1501(c)(7)-1 of the Income Tax Regulations and *Santee Club v. White*, supra. If such income producing activities are other than incidental, trivial or nonrecurrent, it will be considered that they are designed to produce income and will defeat exemption. *West Side Tennis Club v. Commissioner*, supra; *Mah Jongg League, Inc. v. United States*, 75 Fed. Supp. 769.

The fact that an organization believes that it falls within the scope of this Revenue Ruling does not relieve it from the requirement that it file, with the District Director of Internal Revenue for the internal revenue district in which is located the principal place of business or principal office of the organization, an application on Form 1025, "Exemption Application." See also Section 1501(a)-1 Income Tax Regulations; also Revenue Ruling 56-334, CB 1956-2, 831.

CMAA Conference Program

32nd Conference, Club Managers Association of America
Shamrock-Hilton Hotel, Houston, February 18-21, 1959

Wednesday, February 18, 1959

- 8:00 a.m.—Texas Lone Star Hospitality Room opens—Hosts—Texas Chapter. Coffee and juice only until noon.
- 9:00 a.m.—National Board Meeting.
- Noon —Luncheon—National Board and Past Presidents—3rd Floor Shamrock-Hilton.
- 1:15 p.m.—Buses leave Shamrock-Hilton for trip down Ship Channel to San Jacinto Monument, USS Texas, returning via South Houston Oil Fields, for a visit to a working oil rig.
- Board Meeting reconvenes at Shamrock-Hilton.
- 4:30 p.m.—Chapter Presidents and Regional Directors Meeting.
- 6-8 p.m.—Champagne tasting—Hosts: Champagne Producers of France in lounge, Prudential Building.

Thursday, February 19, 1959

- 9:30 a.m.—Opening Ceremonies, Continental Room (men and women).
National Association Business.
Committee Appointments.
Officers Reports.
Committee Reports.
Past Presidents Meeting.
- 10:45 a.m.—Key-Note speaker—"Determining Your Problems," Dean H. B. Meek School of Hotel Administration, Cornell University.
- 11:30 a.m.—Reception—Hosts: Taylor Wine Co. and Stitzel-Weller Distillery. Shamrock-Hilton Pool (men and women).
- 12:15 p.m.—Luncheon, Emerald Room (men and women).
A Tall Texan Speaks—Byron Blalock.
- 1:45 p.m.—Buses start departing for Alley Theatre and Playhouse (women).
- 2:00 p.m.—Conference reassembles—Continental Room.
Educational Session—"Planning to Solve Your Problems," Thomas C. McGuffy, Mgr. Missouri A. C.
- 3:00 p.m.—Seminars convene for first session—Menu Planning, Accounting, Committee Meetings, Food Control, Accounting and Personnel, Food Control and Beverage Control.
- 4:10-5:10 p.m.—Second Session of Seminars.
- 7:00 p.m.—Reception—Hosts: Distillers Hospitality Committee.
- 8-12 p.m.—Formal Dinner Dance honoring 1958 officers.

Friday, February 20, 1959

- 8:30 a.m.—Buffet Breakfast for men.
- 9:45 a.m.—Third Session of Seminars opens.
- 10:00 a.m.—Wives buses leave for tour of River Oaks.
- 11:55 a.m.—Reception.
- 12:30 p.m.—Luncheon honoring representatives from Allied Associations—Hosts: Pepsi-Cola Corp.
Speaker—Walter Slowinski, Council, CMAA.
Wives Luncheon—Pine Forest Country Club.
- 2:15 p.m.—Conference reassembles.
"How to Train," Travis Elliott, Personnel Consultant, National Restaurant Association.
- 3:00 p.m.—City Club Round Table—John W. Bennett, Commercial Club of San Francisco.
Country Club Round Table—John T. Brennan, Birmingham C. C. of Michigan.
- 4:30 p.m.—Meeting of Twenty-Five Year Club.
- 6:30 to 11 p.m.—Progressive Cocktail Party (men and women).

Saturday, February 21, 1959

- 8:00 a.m.—Cornell Society of Hotelmen's Breakfast—The Coronado Club.
- 8:30 a.m.—Committee Meetings.
- 9:00 a.m.—University Club Round Table—H. Alton Owen, N. Y. University Club, Moderator.
- 10:45 a.m.—Club Managers Brunch honoring Past Presidents and 25 Year Club members—Hosts: John Sexton & Co.
- 11:00 a.m.—Wives buses leave for Lakeside Country Club.
- 2 to 4:30 p.m.—CMAA Business Meeting, election of officers and directors—Continental Room.
- 6:30 p.m.—Buses depart for Coliseum.
- 7:00 p.m.—Western Party and Barbecue—Hosts: U. S. Brewers Foundation.
- 8:30 to 12—Rodeo by the Houston Fatstock Show Association and party.

Sunday, February 22, 1959

- 8:30 a.m.—Continental Breakfast—Hosts: Shenango China, Inc.
- 10:00 a.m.—National Board Meeting.
- 2:00 p.m.—Mexican Expedition departs for airport.

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WINE Pressings

By Henry O. Barbour

Champagne II

The Champagne Producers of France are arranging a tasting of French Champagnes on Wednesday evening the 18th of February, just prior to the opening of the 32nd Annual Conference of the CMAA in Houston. Participating will be: J. Bollinger, Ay; Veuve Clicquot-Ponsardin, Reims; Heidsieck & Co., Reims; Charles Heidsieck & Co., Reims; Piper-Heidsieck (Kunkelmann et Cie.), Reims; Lanson Pere & Fils, Reims; Mercier Champagne, Epernay; Moët and Chandon, Epernay; G. H. Mumm & Co., Reims; Pol Roger & Co., Epernay; Pommery & Greno, Reims; Louis Roederer, Reims; and Taittinger, Mailly and Cie., Reims. Truly an impressive lineup and a real privilege for those attending!

The December column briefly described the making of one of America's fine champagnes—Great Western. In preparation for this tasting, let us now turn our attention to the place of origin of champagnes, the strictly delimited area of Northeastern France, centered about 80 miles due east of Paris.

Reims is generally considered to be the "capital" of the Champagne World, yet it lies some six miles from the nearest vineyard. It owes its fame to the solid chalk underlying the city. This chalk has made possible the digging of miles of cellars, providing even temperatures for the CO₂ bubble-producing second fermentation, which occurs in the bottle.

Epernay is more centrally located, at the intersection of the three major growing areas 15 miles south, with the town of Ay a mile away.

However, all the large firms own vineyards and maintain press houses throughout the three areas to process not only their grapes but those of their contract growers. Example: G. H. Mumm has seven presshouses, each one costing at least \$15,000 a year to maintain just for a week or ten days of usage.

Fermentation

Following the pressing of both black and white grapes (white provides lightness, delicacy and finesse; black, the wine's body and fullness of bouquet), the *must* is allowed to settle. Then it is drawn off and rushed to the home cellar where it begins fermentation in the barrel. In December these barrels are *racked* (the now-quiet wine drained off the sediment) and the barrels of each separate district blended together to give a single district wine.

At the end of January these wines are again racked and the district wines may be blended together, along with wines of other years, to obtain a wine with the characteristics peculiar to that particular house. Each district is noted for its predominate characteristic, viz. Avize for delicacy, Verzenay for freshness and "grapiness," Ambonnay for fragrance, etc. In this area a "1952" vintage will be composed not only of grapes grown in 1952 but portions of other years as well.

Or this blending may wait until the

third racking, in the spring, following which, cane sugar dissolved in wine (from whence cometh the bubbles) is added and the wine bottled in the distinctive heavy-weight bottle with the oversized cork, destined to be its home for at least five years.

The Miracle of Champagne

In the spring, with the rising of the sap in the vines and despite the year-round even temperature of the cellar, the bacteria reawaken, to convert the excess sugar into carbon dioxide. The grapes of champagne have an unusual natural tendency to secondary fermentation not shared by grapes of other regions (the Germans import these grapes to contribute to their sparkling wines). But how does the bacteria know when to go to work? No one knows!

The bottles are kept in the cellar four years, throwing sediment and amalgamating flavors, 'til at last they are placed in the *pupitres* (or cleaning tables) and turned at least twice a week to accumulate the sediment on the cork. When this is accomplished, the bottles are stacked cork down in one of the galleries of the cellar until needed. I have seen 38,500 bottles or \$230,000 worth of champagne, upside down and held in place by a single 2 x 4, nailed into the chalk floor!

Liqueur d' Expedition

Following this the sediment is disgorged and the Liqueur d' Expedition is added to sweeten the extremely dry champagne to the point desired by commerce today. This liqueur combines cane sugar, fine old wine, and cognac. *Brut* has very little sweetness, *English Cuvee* and *Extra Dry* slightly more, *dry* or *sec* about five per cent syrup and *demi sec* eight to ten per cent. Due to the American tendency to "Read Dry and Expect Sweet," the *Brut* nowadays is not as dry as that of 25 years ago. While it is



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true that sweetness in the wine can cover up other defects, a glass of demi sec goes better with wedding cake than does Brut. Try it!

Following the recorking, the wine returns to the cellar for a few months to rest and assimilate this final dosage before being labeled and the neck foil placed.

The long neck foils were developed to conceal the discrepancy of levels in the bottles in "the old days" when they were refilled by hand. After a session in a drying oven to strengthen the bond of the label to the bottle, the champagne is sped on its way, having been handled by 84 different people and facing a discriminatory import tax ten times that of still wines. This accounts in part for the high price of champagne, corks and bottles not being inexpensive.

Tasting

Look at the color, the size and frequency of bubbles—small, rapid and numerous ones are supposed to be a sign of quality. Because the flute (the original champagne glass) encourages and preserves bubbles, they will be used at the Tasting in February. See you there?

"To observe a rich, creamy sparkle and bubbles that . . . rise from the depths like the idle thoughts of a mind on holiday . . . and sniff such a profundity of aroma as to gild . . . Frivolity with the golden light of contemplative wisdom," as H. Warner Allen did when treated to a 55-year-old Pommery Champagne.

* * *

THIS MONTH'S MERCHANDISER: Why push wines? . . . This year our club will receive as much gross income from the sales of wine and beer as the club realized from all bar service eight years ago!

Conference in Houston

(Continued from page 13)

with "Planning to Solve Your Problems." Mr. McGuffey has been general manager of the MAC for the past six years and for 18 years prior to that was at the Indianapolis Athletic Club. He was president of the CMAA in 1954, a director before that, general chairman of last year's CMAA conference in St. Louis, and a member of this year's national conference committee.

Travis Elliott, National Restaurant Association, Chicago, will talk on "Evaluating Your Results." He is a nationally known management and personnel consultant, author and lecturer and recently has been retained by the NRA to assist in formulating and activating an executive development program for the nation's restaurant industry, after serving in this capacity for nearly five years with the Texas Restaurant Association.

George Bedell, school of hotel, restaurant and institutional management, Michigan State University, East Lansing, will conduct seminars on menu planning—daily, buffet and special events. He currently is the co-ordinator of continuing education at Michigan State and is well-known as a speaker and enthusiastic supporter of the club management profession.

Professor Matthew Bernatsky, director of hotel and restaurant management, University of Denver, will conduct seminars on beverage control—purchasing, receiving, distribution and control. He has talked before many organizations on food and beverage management, is a regular speaker at the Cornell hotel school summer sessions and was a speaker at the 1958 Club Management Institute workshops.

J. William Conner, manager-director of the Statler Club, Cornell Uni-


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versity, will give the seminar courses on food control—standardized recipes, portion control, etc. He specializes in food and beverage merchandising and has lectured and conducted workshops for clubs, hotels and restaurants all over the country. He recently conducted a short course in food and beverage merchandising at the Imperial Hotel, Tokyo, for Pacific Air Force Headquarters personnel.

Fred W. Eckert, senior partner of Harris, Kerr, Forster & Co., Chicago, will give the seminar courses on accounting—how to spot check financial statements. He is a former instructor and fellow in economics at Northwestern, Columbia and California universities, and during his long career as a consultant, he has had, at various times, executive positions as comptroller, treasurer, general manager and assistant to the president of several national companies.

John D. Lesure, senior partner of Horwath and Horwath, New York, will conduct the seminars on accounting—trends in club operating costs. He is a graduate of the hotel school at Cornell and currently conducts a course in hotel accounting there. Mr. Lesure virtually grew up in the hospitality business and is well versed in the interpretation of operating costs for clubs.

Professor Clifton Oliver, Jr., college of business administration, University of Florida, Gainesville, will conduct the seminars on personnel—incentives, bonuses, pensions and welfare plans. He has conducted many surveys on pension and welfare plans and has spent considerable time in research on these problems.

EXPERIENCED MANAGER WANTED

North Central State, year around golf club, grossing quarter million annually, has opening for manager. Food and bar experience essential but club background not essential if applicant possesses earnest catering attitude. Compensation will be commensurate with qualifications and the future performance. Give complete business history, personal data with family status, past and present earnings and a recent photograph in first letter. Expense-paid personal interview will be arranged for selected applicants. ADDRESS: Box 20-Y, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

WANTED

Experienced manager for new country club.

Write to:

Richard N. Brock
P. O. Box 867
Tallahassee, Florida

stating qualifications and salary desired.

Dean James C. Taylor of the downtown school of the University of Houston, will give the seminar courses on meetings—preparation for, conduct in, follow-up of. Dean Taylor has held many important positions and offices in a number of government and civic organizations and has conducted many short courses for the club, hotel and motel industries.

F. Harold Van Orman, Jr., president of five Van Orman Hotels in Indiana, will conduct the seminars on food control—purchasing, ordering and receiving controls. Mr. Van Orman has been eminently connected with the hotel field and the American Hotel Association for many years, and in addition is a great sports enthusiast, devoting a great deal of time to Fort Wayne baseball and hockey.

Named President

Leonard Pfaelzer has been elected president of Pfaelzer Brothers, Inc.,



Chicago purveyors of meats, seafood and poultry to clubs and institutions.

Mr. Pfaelzer, who joined the firm in 1924, has been serving as executive vice-president. He succeeds his brother, Ellard Pfaelzer, who has been elected to the newly created post of vice chairman of the board. Monroe Pfaelzer remains as chairman of the board.

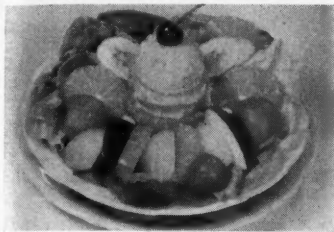
CLUB MANAGER AVAILABLE

Several years as assistant manager. Assure experience in every phase of country club field. Married, age 40, excellent health. Would prefer Great Lakes Region. ADDRESS: Box 23-Y, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

CLUB MANAGER and CHEF AVAILABLE. Club manager 48 years old, 28 years experience. Excellent references. Internationally trained German chef, 48 years old. Manager and chef desire position in the same establishment. Available April 1, 1959 or June 1, 1959. WRITE: Box 21-Y, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

Two Recipes

From the Sunkist Growers of California come these two recipes which are popular in clubs any time of the year, especially appropriate during Lent.



Fiesta Fruit Salad

1 Sunkist orange, peeled and sliced into cartwheels
Banana slices
Apple slices
Canned apricots, pears or other salad fruits
Salad greens
1 scoop of sherbet

Arrange greens in salad bowl. Cut orange cartwheels into halves and arrange with other fruits. Top with a scoop of sherbet and a maraschino cherry. Serve at once. Makes 1 serving.

Sunkist Orange Flower Salad

1 medium Sunkist orange, peeled
1 scoop cottage cheese
Salad greens

Slicing almost to the bottom, cut a peeled orange into eighths. Arrange "orange flower" on greens; spread "petals" slightly. Add a scoop of cottage cheese; sprinkle with paprika for color. Serve on plate lunch with any sandwich. Garnish with olives and rose radish. Makes 1 serving.

"Gold Letter Book" Steaks

Maurice C. Dreicer of New York City, famed gourmet and author, places the Pfaelzer Brothers, Inc. steak label in his forthcoming "Gold Letter Book," a directory of the world's outstanding suppliers of foods, beverages and tobaccos. Pfaelzer was selected for its steaks which are served in top restaurants, hotels and clubs



throughout the nation. Shown here (from left to right) are Elard Pfaelzer, Jr., Paul and Bill Cantos at whose Chez Paul Restaurant Francais in Chicago the award was presented, Elard Pfaelzer, vice chairman of Pfaelzer Brothers Inc., Mr. Dreicer, and Leonard Pfaelzer, president.

Lenten Calendar

A new Lenten Merchandising Calendar is available to club managers and other food operators. The 11 by 17-inch calendar gives full information on the dates of Lent (February 11 through March 29) and on all "fish" and "half-fish" days.

For a copy write to Dept. CM, Blue Water Seafoods, 1200 West Ninth, Cleveland 13, Ohio.

Popular Item

Hot breads are one of the niceties of preferred food service such as clubs give their members and this



picture, from California Foods Research Institute, shows "Dried Fig Muffins" with bits of fig in the batter and a whole or halved fig on top.

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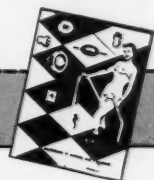
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Club Presidents and Chairmen of House Committees tell us that club managers who are experienced in all phases of club management—are not easily found. WHY? Many of them do not know business management.

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A Message to the Chairmen Of the House Committees

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SF Officers Feted

(Continued from page 22)

the party along with John G. Hal-kett, general manager of the Olympic Club, Faxon H. Bishop, manager of the Olympic (city) Club, Don Cameron, manager of the Olympic (country) Club, and Joseph Castillo, assistant manager of the Olympic Club, who is also secretary-treasurer of the chapter.

It was the first time that the annual Presidents Dinner had been held at the Olympic Club although it had been held two years ago at the Olympic Country Club. "Presidents' Night" formal dinners have been held annually since the chapter was founded in 1946.

Farold R. Colbert, assistant publisher of CLUB MANAGEMENT, St. Louis, was a guest at the dinner and extended greetings from the CLUB MANAGEMENT organization. In brief remarks he referred to the fact that the party was being held in the oldest athletic club in the United States which will mark the 100th anniversary of private membership athletic clubs when it observes its 100th anniversary in May, 1960. He also pointed out that the Olympic Club, through its city club and country club, symbolizes the athletic, recreational and social aspects of private membership clubs on which clubdom thrives, and that in the San Francisco and Bay Area Chapter membership is represented almost every kind of private membership club known in the United States.

■ The following comments on the job of the club manager were read to the annual Presidents' Night dinner of the San Francisco and Bay Area Chapter by Kenneth Meisnest, secretary-treasurer of CMAA and manager of the Washington Athletic Club, Seattle.

THE CLUB MANAGER

If he talks on a subject—he is trying to run things.
If he is silent—he is dumb and has lost interest.
If he is usually at the club—he should get out more.
If he is out when you call—he isn't on the job.
If he is at home at night—he is neglecting club business.
If he is not at home at night—he must be out carousing at the club.
If he agrees with you—he lacks originality.
If he does not agree with you—he is ignorant.
If he seems too busy for casual talk—his job has gone to his head.
If he engages in casual talk—that's all he has to do.
If he can't give you an immediate answer—he's incompetent.
If he can give you an immediate answer—that's what he's paid for.
If he appears cordial—he's playing politics.
If he appears aloof—he should be trimmed down to size.
If he has an opinion—he is bull-headed.
If he explains both pros and cons—he's pussyfooting.
If he is on the job a short time—he lacks experience.
If he has been on the job a long time—he lacks new ideas.
If he is well dressed—he thinks he's a big shot.
If he isn't well dressed—he's not a proper representative.
If he takes a vacation—he has been on one all year.

CHEF-STEWARD

Opening in 600 member year 'round country club in Florida. Must be fully qualified and capable of producing high quality results for discriminating membership. Please send snapshot, age, salary requirement, outline of training and experience, and other qualifications in first letter. ADDRESS: Box 22-Y, c/o CLUB MANAGEMENT, 408 Olive Street, St. Louis 2, Missouri.

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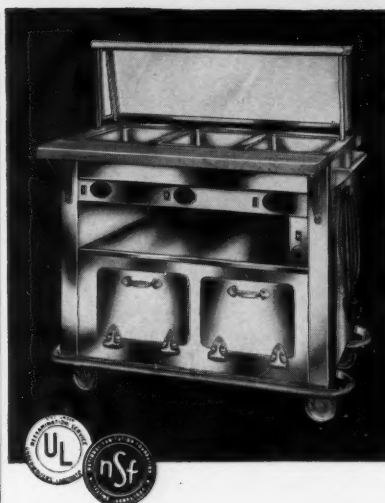
Experienced couple to manage Central New Jersey golf club of 700 members. Outstanding golfing facilities, active social program. Man to be club manager, responsible for bar operation and locker room maintenance. Woman to operate dining room and assist husband. Compensation includes very desirable living quarters, salary, commission and dining room profits. Please send résumé and references to: P. O. Box 236, West Trenton, New Jersey.

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A city club, no golf course in connection. Contact by phone: HE 69977—or mail 1150 East Ocean, Long Beach, California.

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400 W. Madison Street Chicago 6, Ill.

Pool a Necessity

(Continued from page 16)

drains, surrounded by a 12-foot wide strip of grass. The children's pool measures 20 by 10 feet and has its own fenced-in deck and grass area. A six-inch chain link fence, so important for safety, completes the enclosure.

Our bathhouse is constructed of concrete blocks with poured concrete floor and roof and measures 74 by 36 feet. This is divided into a ladies' room, 36 by 20, equipped with 129 lockers, 32 baskets, five dressing cubicles, benches, one double dressing table and mirror, one full-length mirror, one wash basin, two toilets and one shower. On the opposite end of the building is the men's locker room, 24 by 20, containing 96 lockers, two cubicles, 32 baskets, one wash basin, one shower, one toilet and one urinal. The entrance and passageway, separating the locker rooms, is equipped with a water cooler. The pool office and registration desk are located at the entrance. These facilities prove adequate except on peak days when we have as many as 300 swimmers.

In the basement of the bathhouse the following equipment is located: the sand filtering system consisting of three 72-inch tanks, a five-horsepower pump with a capacity of 250 gallons per minute giving a complete turnover every eight hours, one W. & T. model S. Hyperchlorinator in which we use liquid chlorine; an 80-gallon capacity hot water heater for showers; snack bar refrigerator compressors and soda fountain carbonator; chemical supplies; and snack bar supplies.

The snack bar is located adjacent to the men's locker room with openings towards the main pool and to the children's pool. It is staffed by one full-time and one half-time employee, and is operated as a department of our restaurant. Equipment includes soda fountain, stainless steel eight unit ice cream freezer, 40 cubic foot refrigerator, s/s salad-sandwich unit, 36-inch electric grill, triple mixer, coffee maker, s/s sink, hood and exhaust fan.

Brae Burn's pool operation is the direct responsibility of the club manager who has under him a pool director or pro and three assistants. The pool director is responsible for the care, cleanliness, chlorination, life-guarding and lessons. We obtain our director from one of the nearby universities.

After five seasons of operation our pool is in good condition and the filtering system has worked well. Paint-

ing, repair, replacement of diving board and deck furniture, repair to lights, etc., are among regular maintenance items.

Towels constitute a problem and here are a few suggestions pointing out how we handle this at Brae Burn. When the pool was opened in 1954 we purchased 1200 towels, which we launder ourselves at a yearly cost of about \$250. In 1957, for example, we had 8015 swimmers and laundered 9600 swimming pool towels. One way we control the number of towels used is by issuing one free and charging 10 cents for each extra. It's surprising how few extras are really needed. And, in five years we find we have averaged 58 towels worn out and/or lost per year.

Members of Brae Burn pay extra for swimming pool and golf privileges, and we encourage seasonal privileges for an operating income base. Annual costs are: individual, \$25, with special guest privilege, \$30; family, \$40, with special guest privilege, \$45; special family, \$55, with special guest privilege, \$60. Daily privileges for members are: week days, \$1, Saturdays, Sundays and holidays, \$1.50; guest, week days, \$1.50, Saturdays, Sundays and holidays, \$2; wading pool, 50 cents. Lockers rent for \$5 to \$7.50 per season and baskets are available for \$2.50 per season.

Pool events include an annual grand opening with a buffet supper, music, diving and swimming exhibitions followed by dancing. Children's swimming races and picnic suppers are also included. All of these events promote extra business at the club.

The chief advantage of a pool is that it gives the sons and daughters of members a healthful recreation which has made our club more of a family club. Our main disadvantage, and one to watch for when planning your club pool, is lack of parking area adjacent to the pool.

So, if you're waiting for a more opportune time to build a swimming pool at your club the answer is "don't." Chances are if you build today your club's pool will be worth more tomorrow, and you'll have the added advantage of a pool helping to make your club a real family affair.

Exceeds Records

Ross Corbit, president of Hiram Walker, Inc., announced recently that sale of Canadian Club during December exceeded all previous records, the fourth straight year in which sales of the brand in its ribbon and bow gift wrappings have exceeded the year before.

CLUB MANAGEMENT: FEBRUARY, 1959

Colorado Beef Week

This first week in February (actually, January 31 to February 8) is seeing an intensive program in behalf of Colorado Beef, both from an advertising and sales promotion standpoint.

While special emphasis is being placed on Colorado Beef Week, many of the aids which are being furnished can be used year-round. Available are such items as steak sticks identifying the steak from rare to well done, a complete kit of prize-winning recipes featuring Colorado Beef, free table tents and menu tip-ons, free art and copy for direct mail piece and a free idea sheet for a Colorado Beef-eating party.

For these items and others write Dept. CM, Colorado Advertising and Publicity Committee, Livestock Division, State Capitol Bldg., Denver, Colo.

Good Eating Contest

H. J. Heinz Co. has opened the new year with a "Sign of Good Eating" contest for more than a half-million food service operators across the country. The contest, which runs from January 1 to March 15, is open to any establishment using Heinz ketchup.

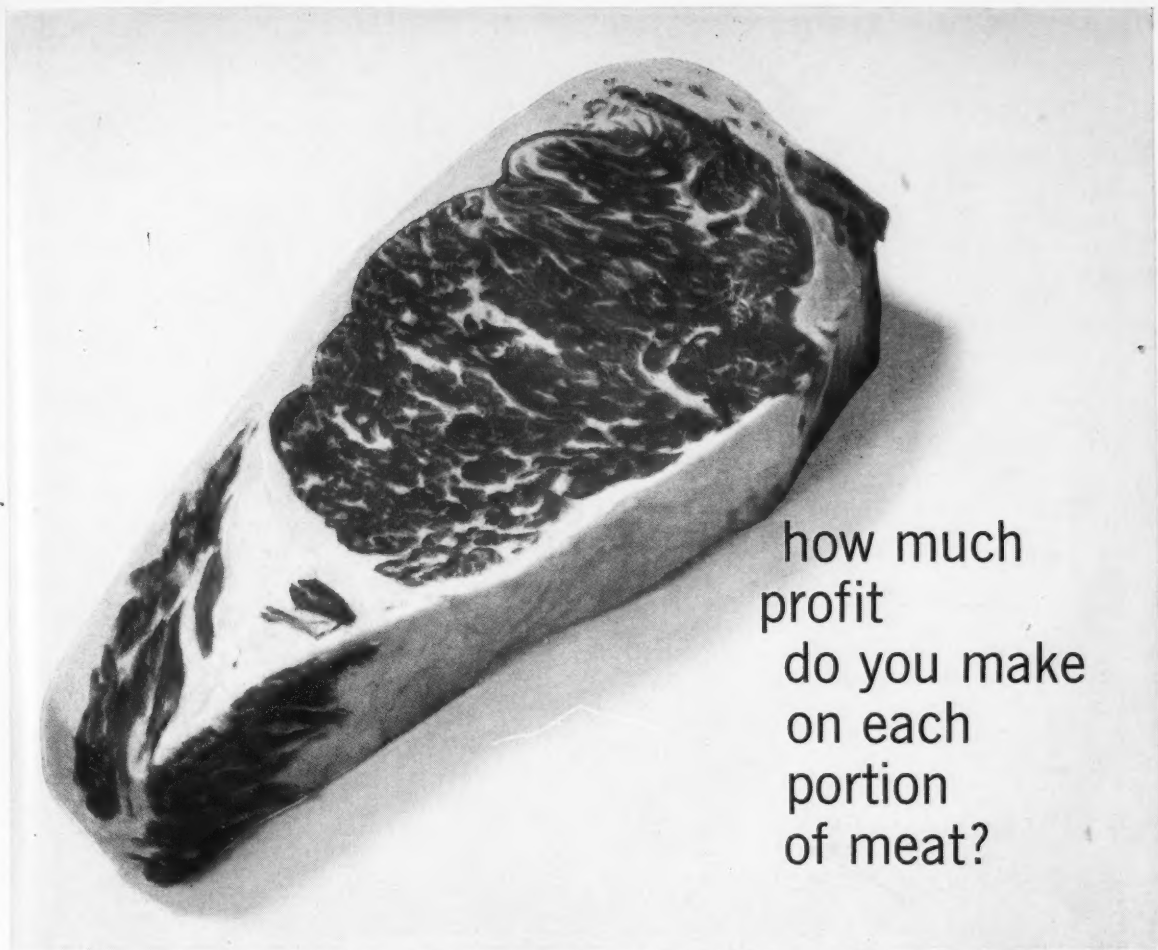
Prizes will include a Rambler station wagon, three RCA color console and six table model TV sets, 20 RCA stereophonic hi-fi consoles, ten RCA 17-inch portable TV sets and 100 RCA clock radios. Managers and others may obtain flyers describing the contest from Heinz salesmen or distributor salesmen.

CHEF-56—European background. Excellent Continental and American cooking. Thorough knowledge of food business, pertaining to purchasing, food preparation, menu planning, food cost control. Economical, steady, non-drinker. Seeks worthwhile—all year-round position that merits opportunity. Capable of assuming full charge of kitchen. Can re-locate. CONTACT: Henry Mueller, Haddam Hotel, 10510 Euclid Avenue, Cleveland 6, Ohio.

COUNTRY CLUB MANAGER

qualified to exercise supervision and control over all of the departments in your club and to accept responsibility for their successful operation to the Board of Governors. Background: country club and hotel management for the past 15 years.

Married, no children, 48 years of age, good health. Will give complete details of experience on request. Best of references. ADDRESS: Arthur D. Hair, 6125 Overhill Drive, Louisville 13, Kentucky. TELEPHONE: OKolona 9-5516.



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Pfaelzer's own top quality, scientifically aged beef, resulting in more *meat* per pound—and most important of all, more *meat* per dollar.

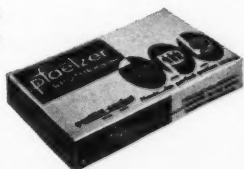
There are no hidden costs... no waste... no shrinkage... no cutting losses... no butchering costs. Your Pfaelzer cost is your final cost for each ready-to-cook portion. The man who buys Pfaelzer Portion-Perfect meat KNOWS!

Time after time your satisfied customers will get identical, uniform servings. Every Pfaelzer Portion-Perfect Steak is the weight you specify because it is "ruler" trimmed and individually weighed to your specifications upon receipt of your order.

Pfaelzer—alone—offers you Portion-Perfect meats—the best insurance you can buy for profitable operation, for repeat business and customer satisfaction.

*A few other Portion-Perfect Pfaelzer products are:

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- Butt Steaks • Sirloin Bacon-wrapped Steaks
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